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Table of Contents

Team Members 3
Acknowledgements 4
Project Statement 5
Operational Definitions 6
Background 7
Current Process 9
Current Situation 13
Analysis of Current Outcomes 16
Implementation Plan 22
Appendix 40
Team Members

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Vice President, Resource Development
Co-sponsor

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Annual Giving Director
Co-sponsor

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Human Resources Coordinator/Head Women’s Volleyball Coach
Acknowledgements

Our Sincere Thanks to the Following People

Sue Bennett – Our team scribe until Datatel Conversion duties kept her away. Sue also served as a valuable ongoing resource person for Human Resource questions.

Stan Jensen, PhD – Trainer

Ellengray Kennedy - Trainer

Lois Nanke, – Lois served as an advisor, sharing her history and perspective on the future of leadership development opportunities at Kirkwood.

Darryl Borcherding, (need title) – Darryl served as an advisor, sharing his history and perspective on the future of leadership development opportunities at Kirkwood.

Bob Walker – Since Bob also served on the Faculty Development Team, his connection with our team helped focus early efforts. Bob also shared updates on the Faculty Development Team research and direction.

Michele Payne – Responded to our team inquiries and provided ongoing support.

Kathy Goettsch – Responded to our team inquiries and provided ongoing support.

David Brandstetter – Provided graphic and printing support.

Kirkwood Print Shop Staff – Booklet printing.
Project Statement

Improve leadership development

by clear communication of the process for

enhancing, broadening and advancing

within the college as measured by:

- clearly identified skills

- experiences

- knowledge and practice of values
Operational Definitions

**Professional Development**: Opportunities that broaden or deepen personal or professional growth.

**Leadership Development**: Opportunities identified by the college that prepare employees to move into leadership roles as they occur at Kirkwood Community and throughout the community college system in the state and nation. Participation in the Leadership Development Program offers preparation for potential upward mobility.

**Operations Team**: Administrators who are direct reports to the college president, plus a select group of others.

**Enhancing**: Expanding the depth of one’s position to include increased responsibility.

**Broadening**: Lateral job expansion such as becoming nationally recognized for one’s subject expertise.

**Advancing**: A position that is a step up the career ladder.
Background Information

A positive environment exists for leadership development at Kirkwood. Of the 60 members of Kirkwood’s administrative team, 27 were promoted from within. During the same period of time, four left the college to become administrators at other colleges.

A variety of Leadership Development skill training options are made available to Kirkwood employees. In addition, the college has developed select training classes to meet specific needs (START and Connections). While college officials have observed good overall results in the past, leadership development will be a future concern due to pending retirements.

Over the next five years, a large number of employees will retire from Kirkwood. The KQIP Leadership Development Team explored: 1) The existing process for leadership identification; 2) What leadership training availability; and 3) How employees who have an interest in leadership positions access specialized leadership education and training.

The Leadership Development Team acknowledged that future leaders’ goals can include enhancing, broadening and advancing within the college. We also acknowledged that leadership development activities were not widely known among employees. In addition, the team sought clarification regarding potential duplication of efforts with the Faculty Development Team.

To frame the Leadership Development study, the team identified paths to leadership taken by current Kirkwood employees who began their careers in a distinctly different position. This qualitative research was accomplished with a survey administered to 16 employees who represented a wide variety of creative and diverse ways to rise to leadership or broaden their careers.

We also explored the paths that employees typically used to identify and participate in Leadership Development training.

Team members sought best practice Leadership Development information from area businesses and other League for Innovation colleges, and they reviewed a 1999 staff survey.

A Relations Diagram was developed to demonstrate a relational analysis of cause agents and focus our time on the essential aspects of leadership development that include: 1) Input/evaluation/feedback; 2) Vision/mission/purpose; 3) A clearly defined path; and 4) Clear communication. The team invited Vice President, Administration Lois Nanke and Director, Human Resources Darryl Borcherding to share their history and perspective on leadership development at Kirkwood – and to demonstrate the team’s strong desire to partner with successful Human Relations department programs. The team asked Lois and Darryl to remain as advisors to the team as the process continued.
Current Opportunities for Leadership Development

Internal

Mentoring
Kirkwood Faculty Association (KFA)/Kirkwood Staff Association (KSA)
Credit and Continuing Ed – tuition waiver
Staff Development Day
Staff Development $$$$ – tuition reimbursement, training
Standing Committees – 33 committees with 312 members (duplicated count)
Ad Hoc Committees – KQIP, Colleague, League of Innovation etc
START – Leadership Development program
Connections – (not current)
Advanced Connections – (not current)

External

Does not include various programs offered frequently through the League of Innovation and other community colleges and universities.

CLIC – Community College Leadership Initiative Consortium
• 2 participants per year --
• College pays tuition
• Faculty, staff and administrators
• Co-ed

LINC – Leadership Institute for a New Century –
• 2 participants per year --
• College pays tuition
• Faculty, staff and administrators
• Women

Chamber programs –
• Leadership for Five Seasons
• Iowa City Chamber
• Jones County

Chair Academy – Cornell University/Maricopa Community College Leadership Academy
• Occasional participants historically – currently 26 members, year long program
Instruction Branch

Faculty development
- Full time – $2,000 per 24 months (3 hours at max. PT rate)
- Adjunct – $500

Great Teacher Workshop

NISOD - National Institute for Staff and Organizational Development International Conference on Teaching and Leadership Excellence held each year in May for 2-1/2 days. Sponsored by The University of Texas at Austin, (from their 2004 brochure) "it is the largest international conference to focus specifically on the celebration of teaching, learning, and leadership. If features exemplary practices and programs in workshops, seminars and roundtable sessions; pre-conference seminars offering in-depth descriptions and demonstration of successful initiatives; general session featuring keynote remarks on current issues in higher education; an exciting Expo Plaza of NISOD partners and supporters demonstrating products and services, and offering hands-on opportunities to experience the latest and best instructional and organizational tools; and NISOD's College Showcase, highlighting best practices in colleges across North America and beyond."

Iowa Community College Teaching, Learning, and Leadership Conference sponsored by Educational Leadership & Policy Studies, College of Education, Iowa State University, held 1-1/2 days in April in Newton. This is "modeled after the NISOD conference" and is "an opportunity to provide Iowa's community college faculty with their own accessible and affordable teaching, learning, and leadership conference."

The Regents offers honoraria for summer graduate study by permanent staff members of the accredited four-year degree-granting independent colleges and the public two-year colleges of Iowa. Awards are granted to faculty who have been accepted into a graduate degree program but have not achieved the doctoral degree. Each college may submit three nominations, one for each institution (UI, UNI, ISU). SUSPENDED (summer 04)

The college participates as a member of the League for Innovation in the Community College in conferences and initiatives. Every other year the college sends a 49-passenger bus to the League Conference on Information Technology when it is held in the Midwest. (We were a member of the League Vanguard Project sending a 15-member team of staff, faculty and Board members to work sessions twice each year.)
Opportunities to Demonstrate Leadership

Leading teaching circles
Directing grants
Leading and participating in the Honors Program workshop
Becoming coordinators of programs
Sponsoring student clubs and organizations
Serve on search teams and/or Departmental task forces
Serve on external boards and community service, city counsel, etc.

Presenting or facilitating at:
- Adjunct faculty workshop,
- LeNS,
- Community College A to Z,
- Teaching at Kirkwood workshop
- Department retreats
- New faculty and adjunct orientation
Internal Scan Results
"In your job at Kirkwood are you..."

Almost Always

4.5

4

3.5

3

2.5

2

1.5

1

0.5

0

Receiving feedback on results
Reminded to focus on our mission and our purpose
Often encouraged
Well trained for your job
Receiving good leadership
Team Dialogue with Kirkwood
Human Resources Administrators

Director, Human Resources Darryl Borcherding and Vice President, Administration Lois Nanke were invited to the March 11, 2004 meeting to provide their perspective on our progress. The group updated Darryl and Lois on our accomplishments to date and our planned presentation. Lois shared the history of Leadership Development at Kirkwood and some of the struggles the Administration and Human Resources have had implementing an internal Leadership Development program at Kirkwood. The team provided our Improvement Theory.

The team explored the following ideas with Darryl and Lois:
1. Communication for methods of selection for leadership opportunities.
2. Adding a leadership component to employees’ yearly self-evaluation.
3. Create an individual leadership development plan for all employees to use throughout the year – and to be reviewed periodically.
## Relations Outcome

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
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<tbody>
<tr>
<td>8-0</td>
<td>Input/Evaluation/Feedback</td>
</tr>
<tr>
<td>7-1</td>
<td>Vision/Mission/Purpose</td>
</tr>
<tr>
<td>7-1</td>
<td>Clearly Defined Path</td>
</tr>
<tr>
<td>6-2</td>
<td>Clear Communication</td>
</tr>
<tr>
<td>4-4</td>
<td>Administrative Support</td>
</tr>
<tr>
<td>3-5</td>
<td>Resource Funds</td>
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<tr>
<td>2-6</td>
<td>Leadership Training Opportunities</td>
</tr>
<tr>
<td>1-7</td>
<td>Willingness to Participate</td>
</tr>
<tr>
<td>1-7</td>
<td>Time</td>
</tr>
</tbody>
</table>
Survey Instrument

Leadership Development Insights from Select Employees that have Current Positions that are Distinctly Different from their First Kirkwood Position

The following survey/interview was emailed by team member Steve Carpenter to 16 employees who illustrated the creative and diverse ways people have risen in the organization or broadened their careers.

Subject: A brief survey/interview for KQIP

Thank you in advance for your insights into leadership development at Kirkwood.

The KQIP Leadership Development Team will interview a select group of Kirkwood employees about this area of continuous improvement. One of those select people is you.

We are exploring the many good things the college currently does to develop future competent leaders for Kirkwood. Some take traditional paths to responsibility and leadership while others may take unexpected routes. To help us learn more about this decidedly subjective and open-ended process, please take a few minutes to tell us some of your own story and thoughts on the subject.

1. What motivated you to begin a path to a leadership position at Kirkwood?

2. What persons or opportunities do you believe had the biggest impact on you as an emerging or developing leader?

3. What was the most important or profound “defining moment” in your Kirkwood career (in terms of professional and/or leadership development?)

4. What opportunities or projects outside the college had the biggest influence on your personal career?

5. Do you have any other overall comments on the subject of leadership development at Kirkwood?
Leadership Development Insights

From Select Employees who have Current Positions that are Distinctly Different from their First Kirkwood Position

"Your View As A Leader" How I became a leader at Kirkwood

- "Encouragement by Recognition" (motivated by honors, etc.)
- Family support (specifically cited)
- External-College Leadership (state boards, etc.)
- Mentor
- Norm’s influence directly named
- Outside-the-box tasks; working with different areas of the college
- "Champion"—a campus leader asked the person to lead
- Supervisory encouragement (as different from "mentor")
- Advanced education/formal degrees
- "Changing Lanes"—taking on an entirely different job
- Volunteer Service
- Internal motivation; "I really need to do this"
- External Work Experiences (other positions outside K)
- External Training (LINC, CLIC, Chair Academy)

16 people questioned
# Frequency Chart

## Leadership Development Insights
### From Selected Employees

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Training (LINC, CLIC, Chair Academy)</td>
<td>7</td>
</tr>
<tr>
<td>External Work Experiences (Other positions outside Kirkwood)</td>
<td>7</td>
</tr>
<tr>
<td>Internal Motivation (“I really need to do this”)</td>
<td>6</td>
</tr>
<tr>
<td>Volunteer Service</td>
<td>6</td>
</tr>
<tr>
<td>Changing Lanes: Taking on an entirely different job</td>
<td>5</td>
</tr>
<tr>
<td>Advanced Education/Formal Degrees</td>
<td>5</td>
</tr>
<tr>
<td>Supervisor Encouragement (Different from Mentor)</td>
<td>4</td>
</tr>
<tr>
<td>Champion – A campus leader asked the person to lead</td>
<td>4</td>
</tr>
<tr>
<td>Outside-the-box tasks; working with different areas of the college</td>
<td>4</td>
</tr>
<tr>
<td>College President Directly Named</td>
<td>4</td>
</tr>
<tr>
<td>Mentor</td>
<td>3</td>
</tr>
<tr>
<td>External College Leadership (State Boards, etc)</td>
<td>3</td>
</tr>
<tr>
<td>Family Support Specifically Cited</td>
<td>2</td>
</tr>
<tr>
<td>Encouragement by Recognition: Motivated by honors, etc.</td>
<td>1</td>
</tr>
<tr>
<td>Kirkwood has a rather closed system… some people are picked out while others are not.</td>
<td>-3</td>
</tr>
<tr>
<td>Lack of communication in how to pursue specific leadership opportunities</td>
<td>-3</td>
</tr>
</tbody>
</table>
Nominal Group Improvement Theory

After some discussion, the team agreed that the Leadership Development Team Improvement Theory is:

*A clearly communicated and defined path*

*will lead to greater (or increased) access and utilization*

*of leadership development and opportunities.*

Elements of the clearly defined path include the need for:

- A Mission, Vision and Purpose
- A clearly defined path for employees who have an interest in leadership development.
- A clearly communicated path for employees who have an interest in leadership development.
- Input, evaluation and feedback from employees who participate in leadership development programs or activities.
Mission Statement

Leadership Development Mission Statement
Kirkwood supports and promotes internal leadership by:
1. Identifying leadership needs for the institution.
2. Facilitating experiences for employees who wish to improve leadership skills.
3. Promote opportunities for employees to use leadership skills.

Leadership Development Goals
1. Identify the skills needed to be good leaders and leadership skills needed by the institution
   a. Strategic planners
   b. Continuous quality improvement experts
2. Add a leadership component to the annual college-wide staff development day.
3. Continue current leadership development programs.
4. Continue to offer committee and college-wide initiative team opportunities.
5. Ensure effective communication with a clearly communicated path to explore the options
   and feedback from previous leadership program participants.

The Leadership Development Team focused specifically on the communication component of
internal leadership development:

  Improve leadership development
  by clear communication of the process for
  enhancing, broadening and advancing
  within the college as measured by:
  - clearly identified skills
  - experiences
  - knowledge and practice of values
We recommend the following question be included on the Employee Self-Evaluation Form:

Are you interested in entering a leadership development program? Yes ____ No ____

If yes, please complete the leadership development program application form.

If no, please articulate an appropriate professional development goal for the next year.
PROFESSIONAL DEVELOPMENT PROGRAM FLOW CHART

Staff Self Evaluation

Annual Review Conference

Select Program

Leadership Program (See Leadership Program Flow Chart)

Professional Development Program

Explore Professional Development Training Opportunities

Yes

Opportunities:
Supervisor Input
HR Website of Kirkwood Sponsored Activities
Professional Improvement Day
Continuing Education
Outside Seminars

Develop Professional Improvement Plan

Plan Revised

Plan Approved

Yes

No

Stop

Supervisor Approval

Yes

Plan Approved

Implement the Professional Improvement Plan

Annual Review Conference

No
LEADERSHIP DEVELOPMENT PROGRAM FLOW CHART

Supervisor Nomination

Formal Application:
Criteria for Application:
- BA Degree
- 3 Years Service
- Satisfactory Evaluation
- Supervisor Recommendation

Supervisor Support

Professional Development Program

Yes

Leadership Development Plan

Review with Supervisor

Plan is Revised

Plan is Approved

Approval by Operations Team

Operations Team Approval

Professional Improvement Program

Yes

Leadership Development Program

OPPORTUNITIES:
- LINC
- CLIC
- START
- Chair Academy
- Community Leadership Programs
- College Credit Classes
- Chamber Programs
- Mentoring, etc....
Clearly-defined Communications Chart
<table>
<thead>
<tr>
<th>Activity</th>
<th>Apr-04</th>
<th>Jun-04</th>
<th>Aug-04</th>
<th>Jan-05</th>
<th>Mar-05</th>
<th>Apr-05</th>
<th>May-05</th>
<th>Aug-05</th>
<th>Sep-05</th>
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</thead>
<tbody>
<tr>
<td>Define questions to add to evaluations</td>
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<td>Evaluation Forms</td>
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<td>Feedback from Administrators</td>
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<td>Design and determine content</td>
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<td>Budget money</td>
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<td>Establish publishing schedule</td>
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<td>Determine Content</td>
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<td>Work with IT and HR</td>
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<td>Brochures/mailings</td>
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<td>Website</td>
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<td>Develop Content</td>
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<td>E- Tempo</td>
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<tr>
<td>Work with Steve Carpenter</td>
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</table>
Improvement Theory & Implementation Plan

Idea for Improvement
#2. Approve additional questions added to the self evaluation form

Changes in the system
New questions will be added to the self assessment form that will require staff to set a staff development goal each year or opt to go into a leadership program.

Costs of improvement
Paper copies are not currently printed. The cost is in adding the questions to the web form.

Time costs
The cost of a staff person’s time to add the new form to the web site

Time savings
The objective of the program would not be to generate time savings.

Anticipated positive results
Supervisors will know who is interested in professional development opportunities and who is interested in leadership opportunities. All employees will be involved in a professional development plan.

Impact on customers
Customers are the students. Staff will be better prepared to address customer needs, customer service skills will be improved, other skills will be improved as well.
Improvement Theory & Implementation Plan

Idea for Improvement
#3. Develop and approve the self identifying application for employees to participate in leadership development activities

Changes in the system
Employees will be able to self nominate for leadership program opportunities. There will be criteria, lists of opportunities and specific plans will be developed.

Costs of improvement
Training for all supervisors to be able to properly administer and make recommendations for the process.

Time costs
Time for supervisors to meet and consult with employees. Time for Employees to develop their plans. Time for the Selection Committee to meet and decide.

Time savings
The objective of the program would not be to generate time savings

Anticipated positive results
Promotion from within the organization can save training costs for new employees.

Impact on customers
Employee customers can feel great about new leadership training opportunities. Student customers receive better service
Improvement Theory & Implementation Plan

Idea for Improvement
#5. Create a Professional Development program for all non-faculty employees linked to the annual evaluation process.

Changes in the system
As part of their annual evaluation process each employee will need to submit at least one professional development goal they will work on during the following year.

Costs of improvement
We would estimate the cost to be approximately $200 per employee multiplied by the 420 professional staff, and administrative employees for an estimated overall cost of $84,000. We do not anticipate this would be a significant increase in cost, however, there may need to be some reallocation of funds.

Time costs
You could estimate the time cost by multiplying the total staff, professional staff, and administrative employees 420 times and average of approximately ½ day for a total time cost of 210 days.

Time savings
The main objective of the professional development program would not be to generate time saving but to improve the quality of work, job satisfaction of employees, and service to our students and other customers. It is certainly possible that some of the training would increase the efficiency of employees, thereby, generating time savings, however, we are not able to affectively estimate the amount of time savings that could be generated.

Anticipated positive results
Enhanced job satisfaction leading to lower turnover, improved employee morale, and improved customer satisfaction.

Impact on customers
Customers would be treated in a more timely and effective manner: i.e. financial aid forms would be processed with fewer errors, registration would be processed accurately, and phone calls would be handled accurately. Employees will demonstrate ownership of their tasks.
Improvement Theory & Implementation Plan

Improvement Theory
#6. Create and clearly articulate a leadership development program.

Changes in the system
There would be a defined leadership development program that is clearly articulated to employees.

Costs of improvement
Our estimate is that up to 18 people would choose the leadership program at a cost of $1,000 per year for a total cost of $18,000.

Time costs
We estimate the time cost to be between 40 – 50 hours per year per employee at a cost of approximately $17 (average hourly cost of a Kirkwood employee) per hour or a total cost between $680 - $850 per employee with a maximum cost of $42,500 for 18 employees.

Time savings
The main objective of the leadership development program would not be to generate time saving but to improve the quality of work, job satisfaction of employees, and service to our students and other customers. It is certainly possible that some of the training would increase the efficiency of employees, thereby generating time savings. However, we are not able to effectively estimate the amount of time savings that could be generated.

Anticipated positive results
Reduced employee turnover, enhanced employee satisfaction, resource of trained employees to move into leadership roles as they occur at Kirkwood and throughout the community college system in the state and nation.

Impact on customers
Better-informed and trained leadership will enhance the services received by our students and stakeholders.
Improvement Theory & Implementation Plan

Improvement theory
#8. We propose a renewed training and awareness effort for Kirkwood supervisors, to encourage dialogue and employee awareness of leadership opportunities.

Changes in the system
We believe the current employee evaluation has many merits. However, there should be a clear opportunity for regular supervisor-employee dialogue on the topics of leadership development, growth in the employee as a productive member of teams, and the attainment of the fullest potential of that Kirkwood person.

The main change would entail specific questions or questions in the annual evaluation process that would keep the subject and opportunity of leadership in the forefront of the constructive evaluation dialogue.

We acknowledge that for a good number of employees, “leadership” will not be pursued as much as “professional development.” However, we believe that a regular opportunity to discuss these topics between supervisor and employee will encourage both short- and long-term benefits.

Costs of improvement
These should be negligible, as the yearly evaluation process is already in place at Kirkwood.

Time costs
Again—those should be minor, if any. The evaluation process would allow for the “either/or” subject of leadership versus professional skill development at any point.

Time savings
The opportunity for potential leaders at Kirkwood to consider those opportunities earlier, and explore training and enrichment programs earlier in their tenure.

Anticipated positive results
Again, providing a format for a supervisor and employee to explore “growth and leadership options at Kirkwood” could result in some employees deciding on that path at an earlier point in their career at the college. Also, the path of potential and emerging leaders will possibly become more democratic and evenly spread among the divisions and departments of the college.
**Positive impact upon customers**

Whether you define “customer” as the employee him/herself, students or the wider community, it is indeed possible that positive results will be found in this process. A few might include:

- A more common feeling of “ownership and buy-in” within the campus community, as more employees sense a feeling of opportunity and shared vision with the current college leadership.

- As more Kirkwood people consider leadership as a development track, it is easy to imagine involvement in the wider community becoming more widespread. (We emphasize here that already Kirkwood staff and faculty are found far and wide in community and non-profit boards, volunteer pools and even publicly elected officials!) Even an incremental expansion of that involvement could only simultaneously benefit the college and the wider community.

- This pursuit of increased involvement should translate into a more positive reflection of a shared college mission presented to students, visitors and community members.
Improvement Theory & Implementation Plan

**Improvement Theory**

**#9.** Approve the internal communication strategies for Leadership Development.

**Changes in the system**
Add questions to staff evaluation form
Create website for Leadership Development activities
Create brochures/mailings
E-Tempo updates

**Costs of improvement**
Cost of producing brochures and mailings

**Time costs**
IT/HR to design and implement website
Graphics/Marketing to design and print brochures

**Time savings**
Employees who are looking at Leadership Development at Kirkwood Community College would be able to find information easier and more efficiently.

**Anticipated positive results**
Gives employees more access to Leadership Development information, helps with motivation and empowers individuals to look for ways to grow within Kirkwood Community College.

**Impact on customers**
Customers are the employees of Kirkwood Community College. Shows lots of opportunities for advancement at the college.
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</thead>
<tbody>
<tr>
<td>Adoption of the Leadership Development Mission Statement</td>
<td>Steering Committee/Operations Team</td>
<td></td>
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<tr>
<td>Approve additional questions added to the self evaluation form</td>
<td>Steering Committee/Operations Team</td>
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<tr>
<td>Evaluate the feasibility of a Leadership Center at Kirkwood</td>
<td>Steering Committee/Operations Team</td>
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<td>Approve the internal communication strategies</td>
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# Steering Committee Feedback

**Date:** April 22, 2004  
**Co-sponsors:** Cheryle Mitvalsky and Kathy Kaiser

<table>
<thead>
<tr>
<th>Idea for Improvement</th>
<th>Support</th>
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<td>Adoption of the Leadership Development Mission Statement</td>
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<td>Approve additional questions added to the self evaluation form</td>
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<td>Evaluate the appropriateness of a Leadership Center at Kirkwood</td>
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**Team Feedback Meeting – Date May 13, 2004**

Co-sponsors:  

________________________________________  Leader:  

________________________________________
KQIP Leadership Development Team

**Team Members**
Arron Wings (Leader)  Bonnie Hansen  Nancy Rash  
Sue Bennett (Scribe)  Stephanie Bredman  Dale Simon  
Kathy Kaiser (Sponsor)  Cheryle Mitvalsky (Sponsor)  Bob Walker (Resources)

**100 Acre Field**
In the next five years, Kirkwood expects a large number of retirees. Kirkwood will take a look at how people are identified to take on these future leadership roles; how do we communicate to individuals who may want to take these future leadership roles; minimum requirements for leaders at the college; and do our current job descriptions reflect what the requirements are.

**5 Acre Field**
Began drafting project statement.

**Measurements**
Institutional support for lateral expansion (non-traditional leadership roles)  
Institutional support for articulated and valued leadership identifiers (upward movement or promotion)

**Discussion**
- Plan or track for future leadership at the college  
- How to develop better leaders.  
- Determine programs that are offered such as LINC, CLIC, Chamber Leadership Programs, Chair Academy, internal college committees, Kirkwood mentoring program.  
- How to promote availability of these programs to all employees so everyone can have an opportunity to participate; currently individuals are selected.  
- Look at leadership not only with regard to promotion and moving up, but those who want to expand laterally in their career (lateral expansion).  
- How does leadership development currently happen (who participates, who determines, what is available).

**Assignments for next time**
- Sue Bennett will talk to Darryl Borcherding about Kirkwood staff development programs for staff.  
- Arron Wings will talk to Kathy Goettsch about Kirkwood faculty development programs  
- Bonnie Hansen will talk to Mick Starcevich about faculty external programs.  
- Kathy Kaiser will talk to Cheryle Mitvalsky about value of external activities.  
- Everyone - Development project statement

**Project Improvement or Process Design**

**Project Statement**

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<thead>
<tr>
<th><strong>To improve INSERT(^1) process as measured by INSERT(^2) and INSERT(^3).</strong></th>
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Team Members

Arron Wings (Leader)  Stephanie Bredman  Dale Simon
Sue Bennett (Scribe)  Bonnie Hansen  Nancy Rash
Kathy Kaiser (Sponsor)  Steve Carpenter
Cheryle Mitvalsky (Sponsor)  DeAnn Woodin
Bob Walker (Resource)

Present at February 12, 2004 Team Meeting:

Arron Wings, Kathy Kaiser, Stephanie Bredman, Bonnie Hansen, Steve Carpenter, Dale Simon, Nancy Rash

Project Statement Draft

The draft was submitted to the Steering Committee. The edited version follows:

*To improve leadership development by clear communication of the process for enhancing, broadening and advancing within the college as measured by:

- clearly identified skills
- experiences
- knowledge and practice of values

Discussion

- Stan’s first hour session focused on how to create Cause and Effect charts. The purpose: To identify and demonstrate a relational analysis of cause agents. The exercise should help us focus our time on the essential aspects of our topic rather than spending time on items that have less value to the identified outcome. He selected Leadership Development as a demonstration example, so the entire class of four teams participated in the discussion of our topic area. Following the class exercise, the Leadership Development Team reviewed the class exercise and we determined that we should refine the process by reconstructing the diagram. At the end of the session, we completed the main diagram components.
- Dale mentioned a new leadership development program by AACC for administrator participation. The program is modeled after a K-12 leadership program and will be available in May.
- Steve mentioned external leadership training such as the Cedar Rapids Leadership for Five Seasons program. He also noted that Iowa City has a similar program.
- Stephanie pointed out that her department facilitates leadership development area companies. She mentioned the START program (Note: Kirkwood had a START class in 1998-99).
- Arron reported on results of Kirkwood administrators, faculty and staff response to a survey question regarding the quality of leadership that we receive. Arron pointed out that overall ratings were high. The following scores were based on a five-point scale with the number five as the best outcome:

  - Administrators 4.05
  - Faculty 3.66
  - Staff 3.41
  - Average 3.71
KQIP Leadership Development Team
February 26, 2004

Team Members
Arron Wings (Leader) Stephanie Bredman Dale Simon
Scribe (Position Open) Bonnie Hansen Nancy Rash
Kathy Kaiser (Sponsor) Steve Carpenter Bob Walker (Resource)
Cheryle Mitvalsky (Sponsor) DeAnn Woodin

Present at February 26, 2004 Meeting:
Arron Wings, Stephanie Bredman, Dale Simon, Nancy Rash, Bonnie Hansen, DeAnn Woodin, Cheryle Mitvalsky and Kathy Kaiser

Discussion:
- Dale brought up a question regarding the difference between our team and the Faculty Development Team.
- Stan explained that the Faculty Development Team already has a plan to consider and they are looking at development options for full-time faculty and adjunct faculty.
- Arron will contact Bob Walker who is on the Faculty Development Team for more clarification.
- Cheryle suggested that we look at our assignment and ask ourselves what Leadership Development will look like three years from now. That suggestion sparked the following ideas:
  o A website should be created to serve as a clearinghouse for Leadership Development communications.
  o An individualized development plan could be created for each employee and tracked on Datatel. This plan could become a part of an employee’s evaluation.
  o Leadership offerings should be open to all.
  o Leadership offerings could be department wide and college wide.
  o We could track community service with a survey to employees.
  o We could create an Employee Recognition Award for employee community service and recognize the winner in The Kirkwood Difference publication.
  o We must measure these items to gauge the impact in three years.
KQIP Leadership Development Team  
February 19, 2004 Meeting Notes

**Team Members**  
Arron Wings (Leader)       Stephanie Bredman       Dale Simon  
Sue Bennett (Scribe)       Bonnie Hansen       Nancy Rash  
Kathy Kaiser (Sponsor)     Steve Carpenter       Bob Walker (Resource)  
Cheryle Mitvalsky (Sponsor)  DeAnn Woodin  

**Present at February 19, 2004 Team Meeting:**  
Arron Wings, Stephanie Bredman, Bonnie Hansen, Dale Simon, Nancy Rash, Sue Bennett, DeAnn Woodin, Cheryle Mitvalsky  

**Outcome of assignments from the previous week**  
- Stephanie provided information on leadership development programs in place at Rockwell Collins and Alliant Energy.  
- Bonnie reported on leaves that are available to employees interested in professional growth.

**Cause and Effect Chart for Effective Leadership Development**  
8-0 Input/Evaluation/Feedback  
7-1 Vision/Mission Purpose  
7-1 Clearly Defined Path  
6-2 Clear Communication  
4-4 Administrative Support  
3-5 Resource $  
2-6 Leadership Training Opportunities  
1-7 Willingness to Participate  
1-7 Time

**Discussion**  
- How to gather information from employees on leadership goals, using some of the questions in the Alliant Energy information, such as through the staff evaluation process; whether to gather this information within the evaluation process or separately.  
- Have employees who have participated in leadership programs through Kirkwood rate those programs.  
- Note: Keep the tracking of leadership training in mind while evaluating uses in Colleague.

**Assignments for next time**  
- None

**Discussion for next time**  
- More clearly define each of the causes in the Cause and Effect Chart.
KQIP Leadership Development Team

Team Members

Arron Wings (Leader)  Stephanie Bredman  Dale Simon
Sue Bennett (Scribe)  Bonnie Hansen  Nancy Rash
Kathy Kaiser (Sponsor)  Steve Carpenter
Cheryle Mitvalsky (Sponsor)  DeAnn Woodin
Bob Walker (Resource)

Project Statement Draft

To improve the leadership development process by clear communication and identification of skills, experiences and values for enriching, broadening, enhancing and advancing within the college.

(This project statement draft will require editing)

Discussion

- How to create a common definition of a leader.
- Who should we ask for input regarding what skills, experiences and values are valued in leadership development? (Operations team, trustees, etc…)
- Is common leadership criteria found in job descriptions for deans and administrators?
- Should we measure advanced degrees completed or in progress?
- Should we measure how many people are in LINC, CLIK, etc.?
- Should we measure how many people are in leadership training/have advanced degrees by department (for the purpose of sharing with departments)?
- Should we ask all employees to identify their community involvement?
- Should we ask community members (advisory committees and others) to tell us what else should be measured?
- Is there a best practice example in business for leadership development?

Assignments for next time

- Kathy and Cheryle will provide a copy of the external scan for leadership development.
- Stephanie will check with area companies for other measurement possibilities/best practices.
- Kathy will provide copies of all data gathered from last week’s assignments.
KQIP Leadership Development Team
March 11, 2004

Team Members
Arron Wings (Leader) Stephanie Bredman (Scribe) Dale Simon
Bonnie Hansen Nancy Rash Bob Walker (Resource)
Kathy Kaiser (Sponsor) Steve Carpenter
Cheryle Mitvalsky (Sponsor) DeAnn Woodin

Present at March 4, 2004 Meeting:
Arron Wings, Stephanie Bredman, Dale Simon, Kathy Kaiser, Steve Carpenter, Bonnie
Hanson, Nancy Rash, DeAnn Woodin

Arron handed out an agenda for the meeting.

Reality Check:
The team agreed we have a lot of work to do and will need to start breaking up
assignments for everyone to work on over the next 5 weeks.

Review of Previous Assignments:
Arron handed out a compiled list of all current leadership and staff development activities
that have taken place at Kirkwood. Arron also handed out process maps for the Table of
Contents and Quality Tools Tasks.

Steve surveyed 25 Kirkwood employees that have moved into leadership positions, he
asked each the same questions and will provide results at the next meeting, he is already
seeing some common threads from those that have responded.

Dale will do further checking on the funding information DeAnn and Darryl provided
from Human Resources.

Improvement Theory:
After some discussion it was agreed that our Improvement Theory is, “A clearly
communicated and defined path will lead to greater (or increased) access and utilization
of leadership development and opportunities.” We will further wordsmith at the next
meeting.

Discussion with Darryl and Lois:
Darryl Borcherding and Lois Nanke joined our group to provide their perspective on our
progress. The group updated Darryl and Lois on what we have accomplished so far and
KQIP Leadership Development Team
March 25, 2004

**Team Members**
Arron Wings (Leader) Stephanie Bredman (Scribe) Dale Simon
Bonnie Hansen Nancy Rash Bob Walker (Resource)
Kathy Kaiser (Sponsor) Steve Carpenter
Cheryle Mitvalsky (Sponsor) DeAnn Woodin

**Present at March 25, 2004 Meeting:**
Arron Wings, Stephanie Bredman, Dale Simon, Kathy Kaiser, Bonnie Hanson, Nancy Rash

Arron handed out an agenda for the meeting.

**Reality Check:**
We still have a lot to do, but we feel confident that we will be able to have a great book full of powerful information to share with the steering committee.

**Review of Minutes:**
Arron read through the minutes of the last meeting to review what was covered on March 11.

**Review of Assignments:**
Stephanie handed out the Cause & Effect diagram, it was suggested that she add the cause & effect numbers for each topic.

Dale handed the three questions he had created for the self evaluation form for staff.
1. What are your professional development/leadership goals for next year?
2. What resources will you need to accomplish these goals?
3. What is the estimated cost of completing your goals?

Dale will add two questions to preface the three new questions, 1. Are you interested in a leadership track at Kirkwood? 2. Are you interested in professional development opportunities at Kirkwood? Each question will have a check box for the staff to check if they are interested in either or both. Stephanie mentioned the self evaluation form questions may be changing for the new evaluation period this spring. Arron will check with Lois and Darryl to see if this is true, Arron will also invite both to review our new questions and to come back to the April meeting so we can update on our progress.
KQIP Leadership Development Team
March 4, 2004

Team Members
Arron Wings (Leader)  Stephanie Bredman (Scribe)  Dale Simon
Bonnie Hansen  Nancy Rash  Bob Walker (Resource)
Kathy Kaiser (Sponsor)  Steve Carpenter
Cheryle Mitvalsky (Sponsor)  DeAnn Woodin

Present at March 4, 2004 Meeting:
Arron Wings, Stephanie Bredman, Dale Simon, Cheryle Mitvalsky, Steve Carpenter and
Bob Walker

A tentative date of April 22 at 11:15 was chosen for our board presentation.

Review of Assignments from 2/26/04:
  • Cheryle handed out a survey sent out in 1999 to all employees and discussed her
    attempts at developing a survey. After some discussion, it was decided that we
    need to identify skill sets employees would need to have to expand their
    responsibilities. We would like to have Lois Nanke and Darryl Borcherding
    come to the next meeting to provide information and feedback to the group on
    their views of leadership development at Kirkwood.
  • Bob Walker discussed the faculty survey that will be going out, the survey is
    intended to raise awareness for development opportunities for adjunct and full
    time faculty.
  • Arron will compile all the leadership development data received so far, we will
    then have the Administrative Team review the document to make sure we have
    not overlooked anything.
  • Dale suggested doing a GAP Analysis on what we do now for leadership
    development and what we are missing and then what do we want to add.
  • Steve is meeting with Barb Christopherson to get a comprehensive report on the
    “farm team/talent” within Kirkwood. After some discussion it was decided to
    find 3-5 questions we can ask these individuals to possibly find a common thread
    among them as to how they became a leader within Kirkwood.
  • Stephanie brought in information from Darryl Borcherding on current leadership
    development programs Kirkwood offers to employees, Arron will compile with
    the rest of the information already received.
  • Dale mentioned the Department of Education’s leadership for new administrators
    at community colleges will begin in May.
  • Arron handed out the Table of Contents he drafted.
KQIP Leadership Development Team  
April 1, 2004

**Team Members**  
Arron Wings (Leader)  Stephanie Bredman (Scribe)  Dale Simon  
Bonnie Hansen  Nancy Rash  Bob Walker (Resource)  
Kathy Kaiser (Sponsor)  Steve Carpenter  
Cheryle Mitvalsky (Sponsor)  DeAnn Woodin

**Present at April 1, 2004 Meeting:**  
Arron Wings, Stephanie Bredman, Dale Simon, Kathy Kaiser, Bonnie Hansen, Nancy Rash, Steve Carpenter

Arron handed out an agenda for the meeting.

**Reality Check:**  
Everyone is feeling pretty good with our progress and what is left to do.

**Review of Minutes:**  
Arron read through the minutes of the last meeting to review what was covered on March 25.

**Tasks from Minutes:**  
It was discussed whether or not our group needs to do a force field chart. It was put on hold for now as the team is not sure if we need to take this step.

The team decided to work on the Steering Committee Feedback page for the book and the assignments for last week would be covered while we were working on this page.

The following items will be what we will be recommending to the Steering Committee as our recommendation of action.

1. Adoption of the Leadership Development Mission Statement. (which reads:  
   Kirkwood supports and promotes internal leadership by: 1. Identifying leadership needs for the institution. 2. Facilitating experiences for employees who wish to improve leadership skills. 3. Promote opportunities for employees to use leadership skills.)
2. Approve additional questions added to the self evaluation form.
3. Develop and approve the self identifying application for employees to participate in leadership development activities.
KQIP Leadership Development Team
April 8, 2004

Team Members
Arron Wings (Leader) Stephanie Bredman (Scribe) Dale Simon
Bonnie Hansen Nancy Rash Bob Walker (Resource)
Kathy Kaiser (Sponsor) Steve Carpenter
Cheryle Mitvalsky (Sponsor) DeAnn Woodin

Present at April 8, 2004 Meeting:
Arron Wings, Stephanie Bredman, Dale Simon, Kathy Kaiser, Bonnie Hanson, Nancy Rash, Steve Carpenter

Tasks from Minutes:
Dale and Nancy handed out their revised charts.

We will not put any dates on the charts and as they are finished we will put all documents under H Faculty
KQIP
Leadership
add them into the book
As you add documents and charts to the book, make sure the name on the chart or document matches what is listed in the table of contents.

As a group we reviewed all Improvement Theory and Implementation Plan questions and answers. The team decided that we will use this as a basis for our Executive Summary.

The team discussed the presentation on April 22. It was decided to use Powerpoint and foam boards for the presentation. Steve will work with David Brandstetter to help in creating the foam boards. Nancy will bring her laptop to the April 15 meeting so we can work on the Powerpoint and book during the meeting.

Darryl Borcherding joined the meeting to review our progress to date. We reviewed the estimated costs Dale had come up with for training staff under professional and leadership development at Kirkwood. Darryl felt these costs were good estimates based on the information we have right now.

Darryl also mentioned that each KQIP team is asked to send representatives to the April 30 Administrative Team retreat at the Collins Plaza. Each team will spend about 15 minutes reviewing their progress.