Developing Middle Talent: Connecting Key Leaders to Institutional Strategy & Vision

2022 Institute for Chief Academic Officers
with Chief Financial and Chief Enrollment Officers
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with Chief Financial and Chief Enrollment Officers

TENACIOUS. CONFIDENT. FORWARD-LOOKING.

The Council of Independent Colleges
guidebook
TIAA
Panelists

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**Alison Noble, Ph.D.**  
*Interim Provost*  
*Messiah University*

**Lori Werth, Ph.D.**  
*Provost*  
*University of Pikeville*
agenda for today

Context: Thriving Institutions

Panelists

Questions & Discussion
about Credo

500 College, university, & association partners since 1995

120 Campuses & associations engaged per year

200 Partner projects per year

2 Key areas of focus: strategy & student success

200+ Credo team members around the country
partners across our work
What’s Our Why?

Be the national catalyst in radically improving student outcomes through strategy, leadership, and culture.

There is much unknown about the future of higher education.

What we know is that as our services evolve to meet that future, we will always connect to strategy, work through leadership, and focus on culture and people as the most powerful vehicles that impact the success of students.
The Thriving Framework (2.0)

WHERE thriving institutions focus their energy

- Student Learning & Success
- Net Revenue & Strategic Finance
- Highly-Valued People & Community
- Proven Value Propositions
- Learning-Focused Environments

HOW thriving institutions do their work

- Compelling Vision
- Culture of Planning & Strategic Risk
- Courageous & Collaborative Leadership
Courageous & Collaborative Leadership

Thriving institutions recognize that urgent times call for strong leadership grounded in trust, collaboration, and action.

- The Board demonstrates a balance of higher education intelligence with business savvy, focusing on support of the president, advising on mission level decisions, and financial health.
- The President drives a culture of action and accountability.
- The Cabinet prioritizes their role as university leaders.

- Shared governance works in service to learner and readiness for the future.
- Middle management, rising leaders, and dedicated contributors at all levels are intentionally developed, empowered, and recognized.
Student Learning & Success

Thriving institutions seek to become **student-ready campuses**, building adaptable, vibrant learning environments that meet a learner’s short- and long-term goals.

- **The student experience is holistically designed.**
- **Student goals drive an intentional advising experience.**
- **Specific practices explicitly affirm and advance the success of diverse populations.**

- **Learning outcomes are regularly measured and shared.**
- **Student success has designated leadership and campus wide-ownership.**
- **Business systems cleanly support the student experience.**
Employees

...come to work and do what they are responsible to do

...are often driven to stay away from conflict and controversy; to stay safe & sometimes to withdraw

...depend upon others to keep the vision clear and the culture healthy

...can become focused on their own work at the risk of a lack of integration

...are not always thinking about their potential as leaders – in fact may be very content followers: their impact is on their work

Owners

...always have their eyes on the big picture and clear the way for others to do their work well

...will not tolerate conflict being an obstacle to healthy culture and will address it appropriately & immediately

...accept the responsibility for a clear vision & healthy culture and intercede appropriately to be sure it is safe to do so

...are always looking ahead to see where intersections might benefit the institution & create effective/efficient solutions

...accept responsibility for others, for the meaningful nature of the work and its impact on the total organization
Get Ready for Change Management

Vision  Skills  Incentives  Resources  Action Plan  Trust  =  Alignment & Success

Knoster’s Model for Complex Change: Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.
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WHERE thriving institutions focus their energy

The Thriving Framework (2.0)

HOW thriving institutions do their work

- Compelling Vision
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- Courageous & Collaborative Leadership
moving the needle: radically transforming student outcomes
5-year partnership
2-year intensive, 3 years support + accountability, 100% success rate

strengths-based approach
What excellence can an institution leverage and translate across all student groups?

revenue-share based
Credo is only compensated for our work when the needle moves and institutions experience increased revenue from retained students

delivered individually and in cohorts
Groups of institutions with a common focus/mission network their learning; individual institutions continue as well
prioritization strategically positioning efficiency, distinction, and mission
goal
Credo provides recommendations on how to realign institutional budgets to support the long-term health of the institution

quick wins & institutional analysis
Evaluation of overall institutional costs & structure to identify immediate strategies for savings

individual unit analysis
Evaluation of each unit to assess impact on fiscal health

catalyst of change
Middle-talent are ambassadors with a front-row seat witnessing opportunities for change supporting fiscal health and the strategic vision
model partners
Lori Werth, PhD
Provost
University of Pikeville
About UPIKE

- 2,250 students from 43 states/territories and 23 countries
- Doctoral Programs (n=800)
  - Osteopathic Medicine
  - Optometry
  - Dental
- 26 BA/BS programs & 3 AA/AS
- MBA, MSW, & MA
- 99% Pell-eligible
- Open access institution and no cost textbooks
- Rural and first-gen
- Over 50% S/A
Middle Talent

- Developing a sense of belonging
- Succession planning
- Empowering our people
- Evidence for success
  - +20% increase in freshman to sophomore retention
  - +10% increase in overall retention
  - Juniors and Seniors retaining at +90% or higher
  - Retention of employees
  - Promotion of employees - at UPIKE and elsewhere
In Fayetteville, North Carolina

1766 students
- 355 graduate /1411 undergraduate
- 90 international students from 48 countries
- 63% in-state, 37% out-of-state
- 40% pell-eligible, 45% first-generation
- over 50% students are DIII athletes

Over 80 undergraduate programs
- nursing, exercise science, professional golf management, engineering, pre-health professions, forensic science, sports management

Graduate programs: DPT, ODT, PA, MBA, MSN, MHA, M.Ed., M.S. Criminal Justice
Middle-talent, Cross-functional Teams
- brings together faculty and staff who typically cooperate, but do not collaborate to problem solve on campus
- provides clear path for “on-the-ground” articulation of shared goals and objectives

High-performance Teams
- initial leadership and team development encourages teams to build ability to collaborate; focus on team over individual
- showcases talents that may have been overlooked

Leadership Development
- builds understanding of institutional data and context (with invaluable 3rd party validation)
- offers development institution may be too stretched to provide
- creates clear avenues for internal promotion
OVERVIEW

- **Main campus located in Central Pennsylvania**, 12 miles from the state capital city of Harrisburg
- **13: 1** undergraduate student-faculty ratio
- **173** full-time faculty; **90%** hold terminal degree

PROGRAMS

- **Undergraduate** - Liberal and Applied Arts & Sciences
  - **80+ undergraduate majors** in Engineering, Natural Science, Computer Science & Cybersecurity, Nursing & Pre-Health Professions, Arts & Humanities, and Social Sciences
  - **2,495 undergraduate students** representing 39 states and 22 countries
- **Graduate**
  - **20+ graduate and adult degree programs** including Counseling, Business, Occupational Therapy, and Doctor of Physical Therapy
  - **736 graduate students** representing 38 states and 16 countries
Structure: Implementation and Sustainability

Implementation
- Educational Area Task Force
  - Composition
  - High-level framework; criteria for evaluation
- Focused Working Groups
  - Composition
  - Data-informed recommendations to task force based on the developed criteria

Sustainability
- Orientation & Documentation
- Training Chairs & Directors
- Annual Reports Provided
- Integration in sustainable annual program reviews
- Leverage for annual planning and resourcing
Time for you!
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