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

Council of Independent Colleges

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

Myriah Davis, Ph.D.
Senior Consultant, Academic Strategies
Credo

Suzanne Blum Malley, Ph.D.
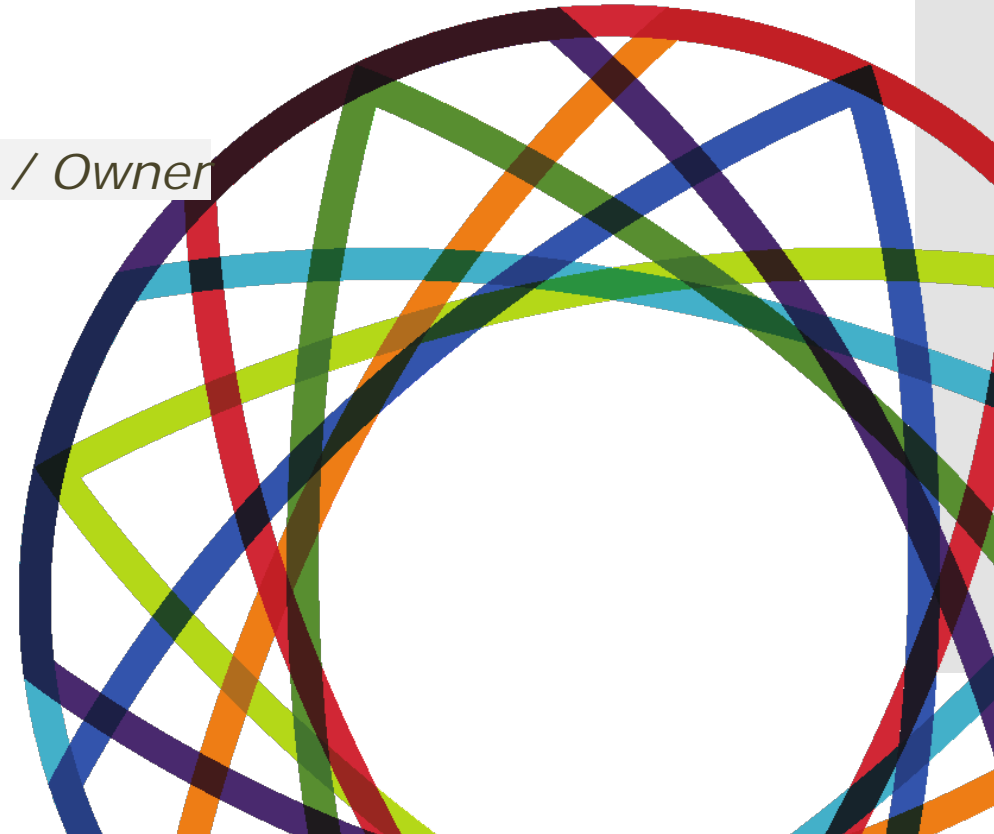*Provost*
Methodist University

Joretta Nelson, Ph.D.
Vice Chairman, Founder of MTN / Owner
Credo

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

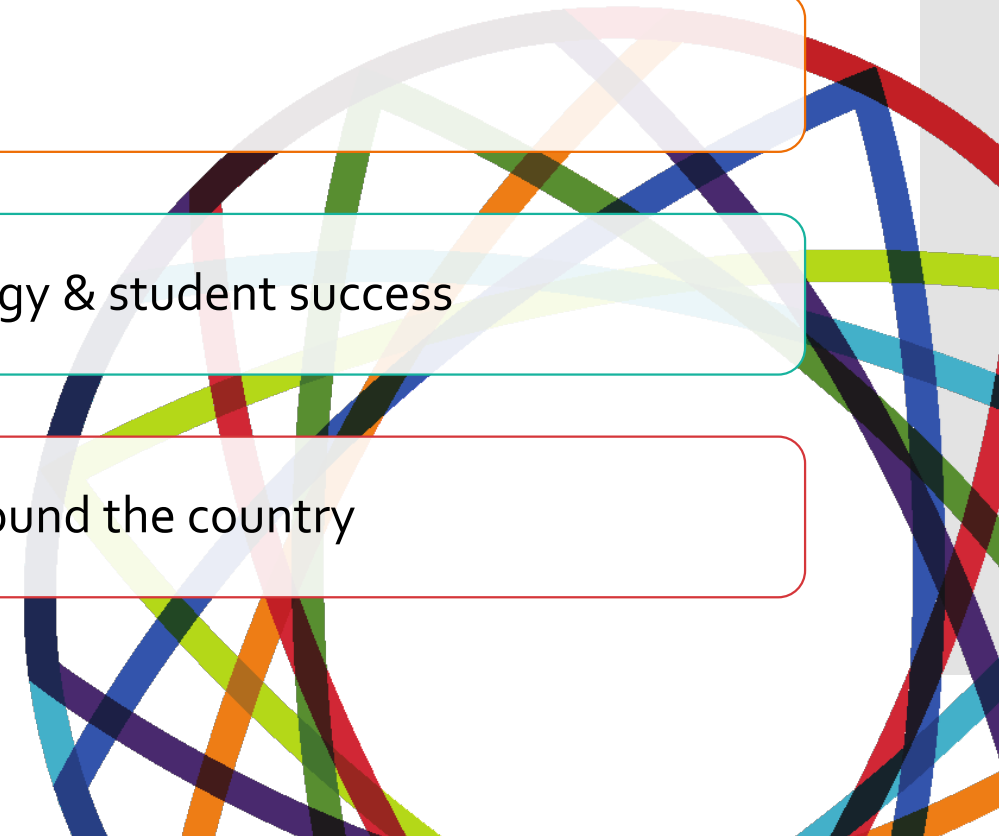**120** Campuses & associations engaged per year

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**.

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

CREDO

Get Ready for Change Management

| Vision | Skills | Incentives | Resources | Action Plan | Trust | = | Alignment & Success |

A Framework For The Challenge Ahead

Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Alignment & Success
Vision	Skills	Incentives	Resources	Action Plan	Trust		Sabotage
Vision	Skills	Incentives	Resources	Action Plan	Trust		False Starts
Vision	Skills	Incentives	Resources	Action Plan	Trust		Frustration
Vision	Skills	Incentives	Resources	Action Plan	Trust		Resistance
Vision	Skills	Incentives	Resources	Action Plan	Trust		Anxiety
Vision	Skills	Incentives	Resources	Action Plan	Trust		Confusion

Knoster's Model for Complex Change: Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.   37

Student Learning & Success

Net Revenue & Strategic Finance

Highly-Valued People & Community

Proven Value Propositions

Learning-Focused Environments

WHERE thriving institutions focus their energy

The Thriving Framework (2.0)

HOW thriving institutions do their work

Compelling Vision

Culture of Planning & Strategic Risk

Courageous & Collaborative Leadership

CREDO

17

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

about MTN

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

about Prioritization

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

**Suzanne Blum Malley, Ph.D.**
Provost

METHODIST UNIVERSITY
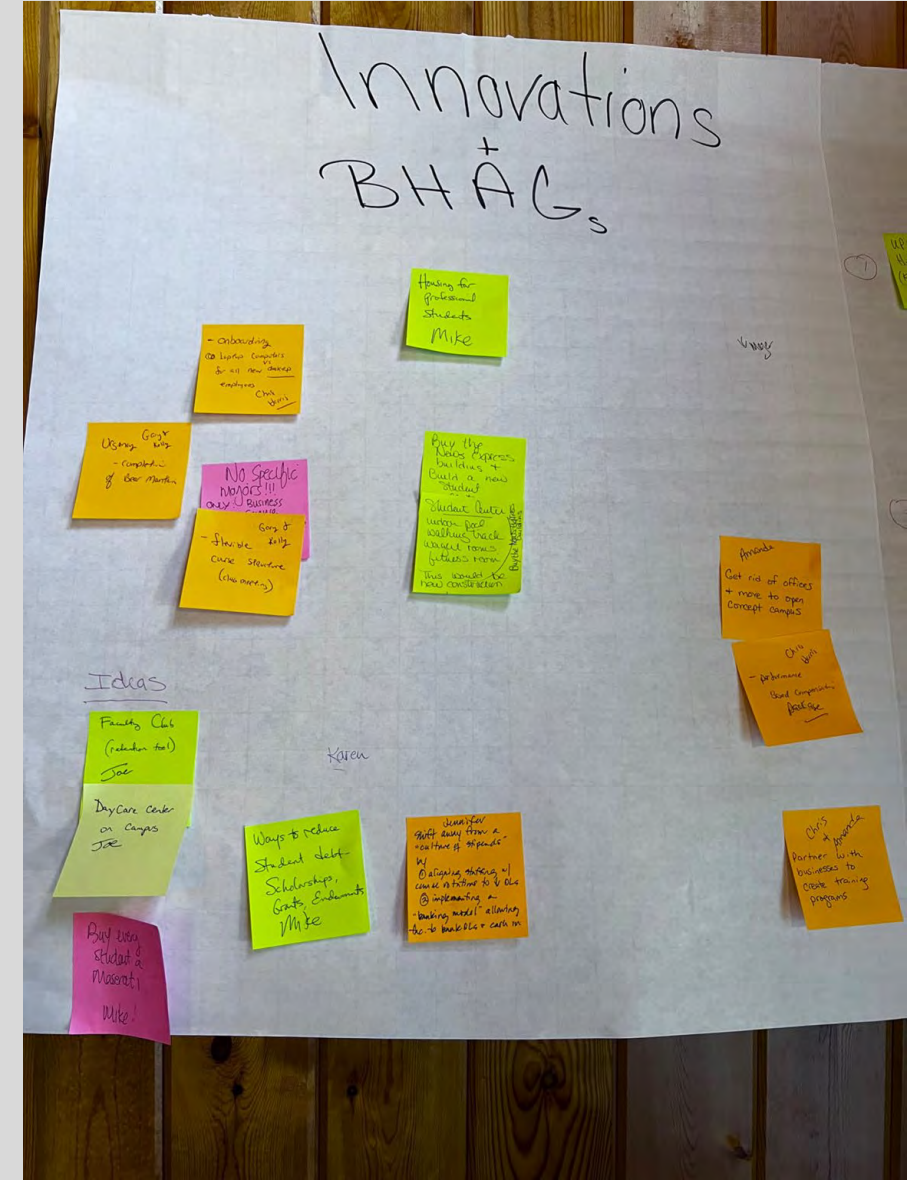
➢ In Fayetteville, North Carolina
➢ 1766 students
  ○ 355 graduate /1411 undergraduate
  ○ 90 international students from 48 countries
  ○ 63% in-state, 37% out-of-state
  ○ 40% pell-eligible, 45% first-generation
  ○ over 50% students are DIII athletes
➢ Over 80 undergraduate programs
  ○ nursing, exercise 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

Engage.
Enrich.
Empower.
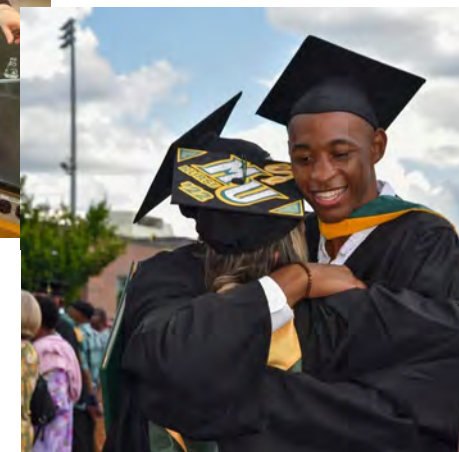
➢ Middle-talent, Cross-functional Teams
  ○ brings together faculty and staff who typically cooperate, but do not collaborate to problem solve on campus
  ○ provides clear path for "on-the-ground" articulation of shared goals and objectives
➢ High-performance Teams
  ○ initial leadership and team development 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

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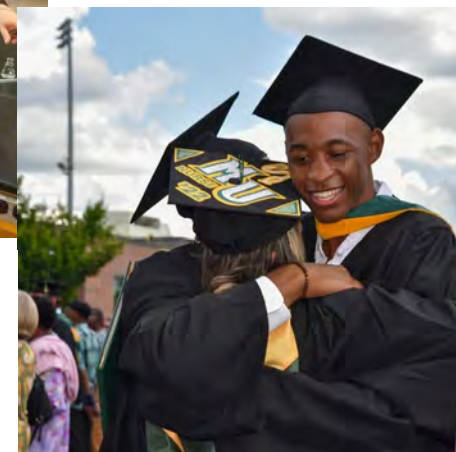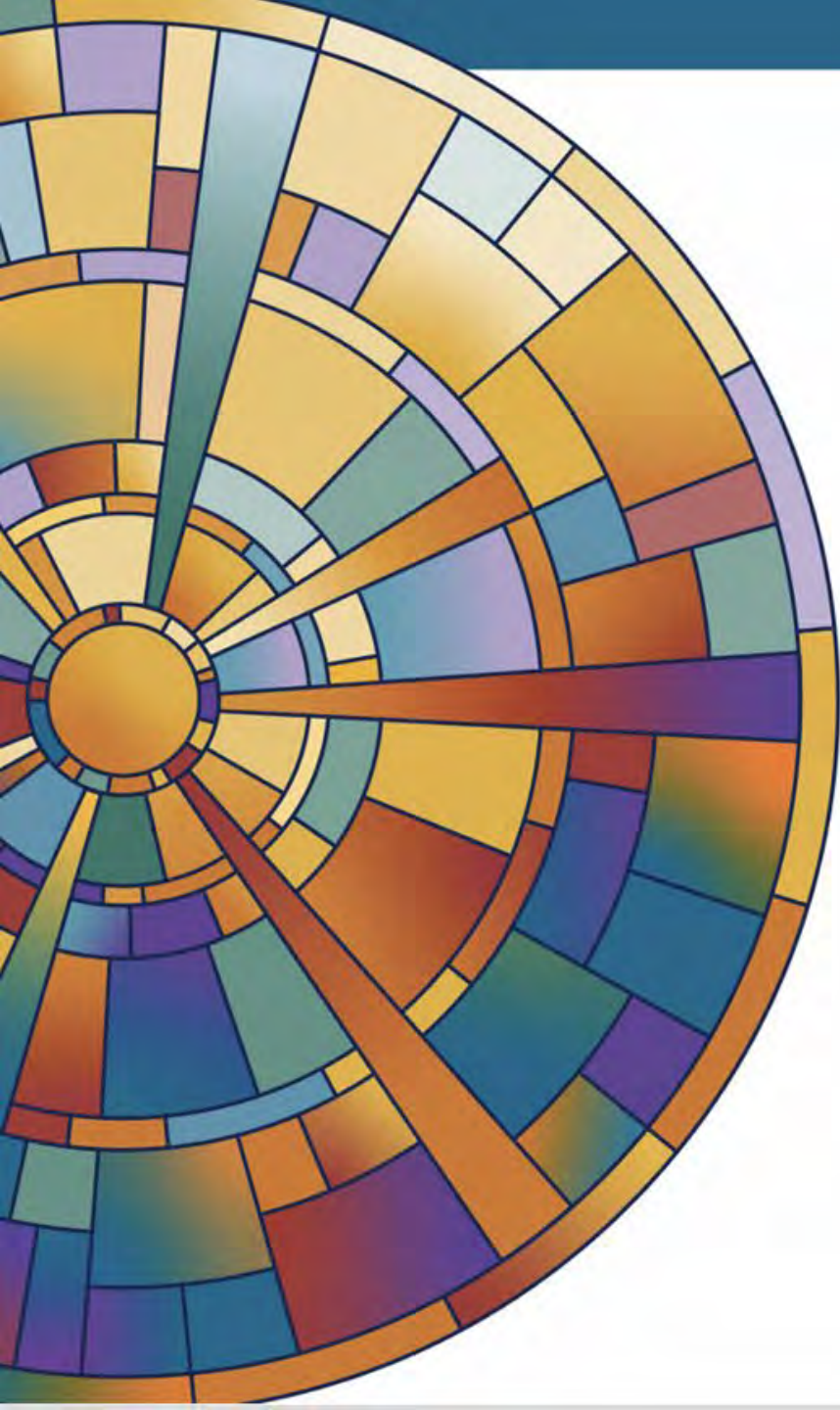
Alison Noble

Interim Provost – Messiah University

MESSIAH UNIVERSITY

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

see anew
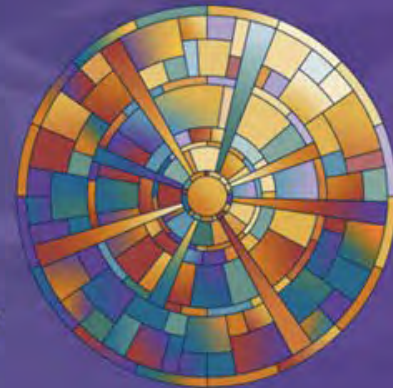
Structure: Implementation and Sustainability

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

Criterion 4	Data Input	Program Category	Distribution of All Programs (Blue Line is Current Program)				
			Minimum	25th Perc.	Median	75th Perc.	Maximum
Program Enrollment	New first-time and transfer students by program (headcount average over five years)	Highest	1	4	7	13	78
			16				
	Students enrolled in program by student FTE (4-Year Average)	Highest	6	14	26	56	255
			71				

Time for you!

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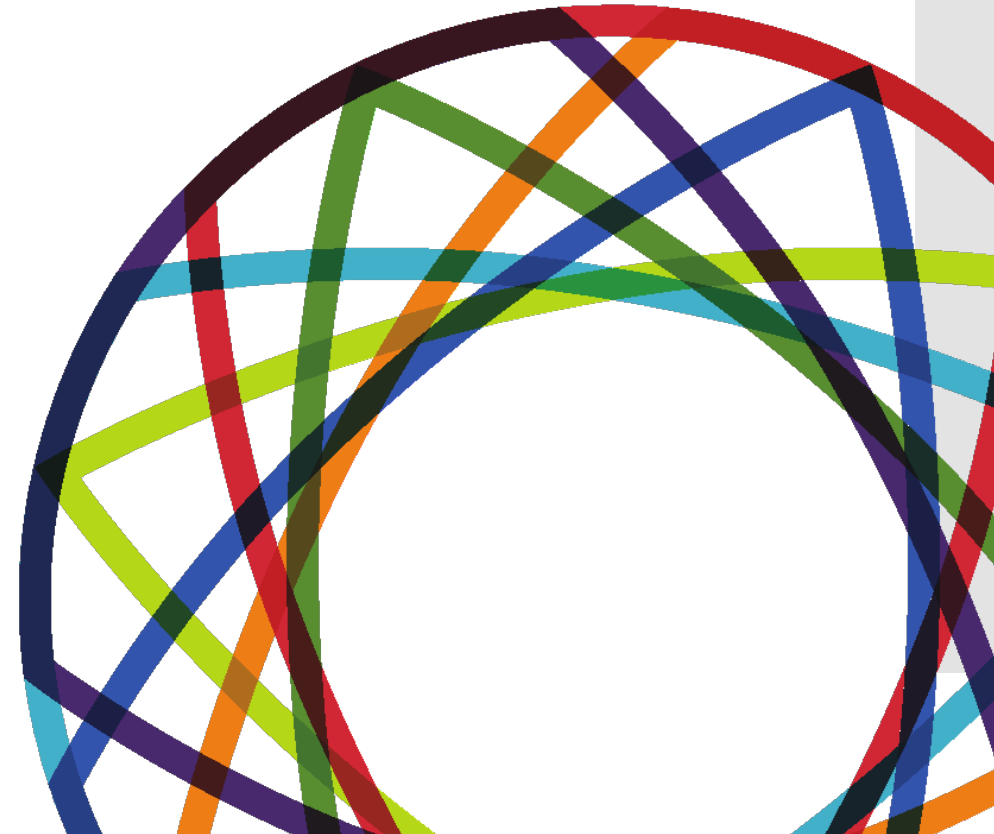*jnelson@credohighered.com*

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