

Investment Fund for Core Needs (IFCN)

Entry #211

A. PROPOSAL SUMMARY

Title: The College at Brockport Leadership Development Program

Project Lead Name: Wendy Cranmer
Office of Human Resources

Project Lead email address: wcranmer@brockport.edu

Amount Requested: \$25000

Checked

Name of Sponsor 1: Beau Willis
Administration and Finance

Name of Sponsor 2: Jim Haynes
Academic Affairs

Name of Sponsor 3:

A-1. Description of the Initiative

Attracting and retaining students in higher education has become increasingly competitive. In most cases, one key factor distinguishing educational institutions from their peers is effective leadership. Institutions that outperform their peers are typically led by effective leaders which contributes to an engaged, productive and skilled workforce.

As the College embarks on implementing its new strategic plan, developing leaders from across the campus will be critical to successfully executing the plan.

Offering a leadership development program on campus would allow The College at Brockport to offer a cost effective program tailored to the specific needs of our leaders and would focus on helping leaders understand their leadership role respective of the strategic plan and our core values.

Off site leadership development programs cost approximately \$5,000 to \$10,000 per participant. The high cost and time away from the campus typically serve as deterrents to developing our leaders. If we purchase the a Leadership Development Program and it is facilitated by current campus leaders, it will cost the College approximately \$500 per participant, yielding a significant cost savings over off site programs and likely providing a better result since the program will be contextualized to fit our organizational culture and tied to our goals and values.

A-2. Impact Statement: What change will this project deliver in the short term? What are the expected longer term impacts?

The program focuses on four key areas of mastery for leaders: Self Awareness, Self Management, Team Mastery, and Culture and Systems Mastery. Participants of the program will attend a 5 day program offered over a 3 to 4 month period. They will receive a 360 feedback instrument designed to provide them with insights on their effectiveness and it will be used strictly for developmental purposes. At the conclusion of the training, leaders will be more self aware understanding how they are perceived and what they can do to be more impactful and effective.

Long term impacts we expect to see include a decrease in the volume of employee relations activity, improvements in employee retention, engagement and productivity and improved morale.

B. STRATEGIC ALIGNMENT

B-1. To be a Great College at which to Learn

B-2. To be a College engaged with its Community

B-3. To be a Sustainable Institution for the 21st Century

B-4. To be a Great College at which to Work

A Great College at Which to Work requires strategic talent acquisition, performance management, recognition and reward systems, organizational development and training initiatives, communication, employee and labor relations practices.

A majority of the Measures of Success outlined in Goal 4 address the aforementioned functions. Our leaders are at the forefront of impacting all of these functions and through their professional development, they can positively influence our employees to support their engagement, motivation and productivity.

Successfully achieving the Measures of Success outlined in Goal 4 will directly influence our ability to achieve Goals 1, 2, and 3 of the strategic plan.

C. IMPLEMENTATION PLAN AND BUDGET

C-1. Identify the specific activities to be funded from the Investment Fund, estimated time-line for implementation, and for activities anticipated to be ongoing, plans for continued funding.

Item 1: Leadership Program

Item 1 Amount: \$22500

Item 2: Consultant - Creator of the Program, includes travel and day of her time to train campus facilitators

Item 2 Amount: \$2500

Item 3:

Item 3 Amount: \$

Item 4:

Item 4 Amount: \$

Item 5:

Item 5 Amount: \$

Item 6:

Item 6 Amount: \$

Item 7:

Item 7 Amount: \$

Item 8:

Item 8 Amount: \$

Item 9:

Item 9 Amount: \$

Item 10:

Item 10 Amount: \$

TOTAL EXPENSES, ALL ITEMS: \$25000

Matching Fund: \$

In-Kind Services: Provide FTE and name of personnel who have committed to in-kind services.

D. ASSESSMENT PLAN:

D-1. What are the anticipated outcomes and specific measurements for success?

I recommend we conduct a climate survey which will measure organizational culture issues and employee engagement. Additionally focus group meetings should be held. This data, coupled with our turnover, grievances and employee relations case activity, should serve as a baseline for determining our current situation.

Anticipated Outcomes and Specific Measurements for Success

More self aware leaders who understand their ripple effect

Leaders who have the tools to capably address conflict and manage performance

Decrease in turnover, grievances and high volume of employee relations activity tied to leadership

If we offered a second climate survey, I would expect improvements across all indicators.

E. ADDITIONAL INFORMATION

E-1. Please provide any additional information to assist in the review of the proposal, including why the initiative cannot be funded from divisional resources.

It is my understanding that the A&F Division has insufficient funds to support the one time costs associated with purchasing the Leadership Development Program. Additionally, this program is intended to help leaders across the campus. As such, I would expect the program to be financially supported by the College as a whole.

Upload up to three supplemental files here (not required): [On file]

Signature of Project Lead: [on file]

Email: WCranmer@Brockport.edu

Signatures of sponsors are on file in the Administration and Finance Division.

Sponsor 1 Comments:

Sponsor 2 comments:

Sponsor 3 Comments:

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