**Leadership Development Work Group**

**Recommendations**

February 24, 2020

**System Level Leadership Development Goals**

* To build pathways for entry into and advancement through senior leadership positions in the college system.
* To equip college administrators to advance equity and student success at their institutions.
* Create a professional development model that uses cohort graduates to provide leadership development to others.

**Recommendations**

1. **Sunset community and technical college Leadership Development Association (ctcLDA)**

Attendance at ctcLDA conferences has declined over the past few years and lower revenues from conference fees has made it difficult to sustain the large conference model of professional development. Colleges are prioritizing workshops for guided pathways and ctcLink implementation which are expected to engage broad college teams for the next several years.

1. **Move college system level leadership development to a pipeline approach.**

Expand focus from senior leadership development to a pipeline strategy that includes developing leadership skills for those entering administrative positions, those in mid-level administrative positions, culminating in executive leadership development with transparent on-ramps to each level of training.

1. **Redesign and rename the Washington Executive Leadership Academy (WELA)**
   1. Redesign curriculum for greater emphasis on equity, transformational leadership, and budget management skills. The Aspen Institute is a resource for curriculum redesign.
   2. Change cohort selection process to increase diversity among the participants, by allowing multiple applicants from a college with supervisor endorsement, and state advisory board selection of the cohort.
   3. Change the name of the program to differentiate it from the previous program.
   4. 2020-21 is a planning year to redesign the curriculum, length of program, duration and frequency of meetings, size of cohort and cohort selection process. New cohort will start in Summer 2021.
2. **Expand Communities of Practice to include broader spectrum of mid-level** **administrators.**

Communities of Practice are a low cost way for people with similar levels of responsibility to share common challenges and best practices. Currently operate as quarterly, one day gatherings led by a small group of people who design the agendas based on input from participants. Participants pay for travel and lunch. Topics include change management, project management, budget management, equity in hiring practices.

1. **Support the Social Justice Leadership Institute and the Administrators of Color** **Leadership Program as part of the leadership development pipeline.**

Both programs are cohort-based, self-support programs focused on leadership development for people underrepresented among college administrators. The Social Justice Leadership Institute serves college employees interested in moving into administration; the Administrators of Color Leadership Program is for mid-level administrators and managers who want to move into dean and vice president roles. Together these programs provide a pipeline into the executive leadership development program.

1. Continue both program advisory boards
2. Provide administrative support as needed
3. **Restructure governance for system level leadership development**
   1. Create a single advisory board for leadership development with representation from:

* College system groups including ACT, SBCTC, WACTC, commissions, chief diversity officers and college organizational development directors
* Equity based leadership development programs including Social Justice Leadership Institute, Administrators of Color Leadership Program
* WELA alumni
  1. Create a director for college system leadership development housed at SBCTC.
  2. Combine and increase current funding streams for ctcLDA and WELA to support consolidated leadership development pipeline.
* ACT, WACTC, SBCTC at minimum maintain annual contribution of $4,500 each.
* Colleges at minimum maintain annual contribution of $1,850 per college.
* SBCTC provides office space and administrative support.

**Timeline**

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| February-March 2020 | Discuss and act on recommendations with ACT, WACTC, State Board |
| Spring 2020 | Convene advisory board |
| Summer 2020 | Hire new director |
| Fall 2020-Winter 2021 | Redesign and rename leadership development program |
| Spring 2021 | Recruit and select cohort for new leadership development program |
| Summer 2021 | Program begins for new cohort  Expand Communities of Practice |