



Succession and Leadership Development for Key Positions in Academic Affairs



For the purposes of succession and contingency planning and leadership development, the Succession and Leadership Development initiative for Academic Affairs seeks to accomplish the following objectives:

- Provide continuity of operations in the event of a leadership vacancy in times of crisis or transition;
- Create training and exposure opportunities for those who aspire to higher-level positions and display emerging or current management or leadership aptitude;
- Foster a more inclusive and transparent management environment by expanding, as appropriate, the radius of operational awareness;
- Create a method by which internal personnel can develop skills necessary for advancement at the College;
- Develop strong relationships with leadership and to support a mentor/mentee environment for skills and personal development.

Process:

- The person in a key leadership position (typically titles such as dean or director), as designated by the VPAA and with the list reviewed annually, will discuss with the VPAA individuals who have either expressed interest and displayed characteristics conducive to leadership development, to include:
 - Interest in learning
 - Able to accept constructive criticism and offer feedback in a professional manner
 - Ethical and discreet
 - Driven by new ideas and forward-looking
- Leadership mentees (one per key position) may be brought on board at any time of the year;

- Individuals in these roles may step aside or transition out by the supervisor or VP as necessary to broaden scope of participation or if the situation is not a good fit (with written assurances that voluntary participation in succession training will in no way figure into a negative performance review or become a part of the personnel file; conversely, accolades will be placed in the file assuming all parties agree to the insertion of such documentation);
- Participation in this initiative is voluntary for all individuals involved.

Scope of Mentee Involvement and Participation:

- Awareness of budget information needed for continual operation, planning purposes, and for transparency (with restrictions placed on information that is confidential);
- Periodic and voluntary attendance at one-on-one meetings with the supervisor as appropriate;
- Invitation to join in divisional leadership meetings or retreats;
- Participation in the divisional planning process meetings.

Benefits of Participating in this Initiative:

Manager (Mentor)	Employee (Mentee)
Share knowledge about the College	Gain knowledge
Mentorship skills development	Exposure to new types of work
Comfort in knowing that a succession plan is in place	Leadership and management skills development
Impact the lives of others in a unique way	Insight into Academic Affairs decision making
Eligibility for professional development opportunities	Eligibility for professional development opportunities

Structure and Reporting:

- This will be an informal process with no contract; however, the supervisor and employee will work together to develop mutually agreed upon goals and objectives, as well as measures of success in order to analyze results.
- A report will be generated at the end of each academic year that will consist of:
 - Suggestions for improvement with regard to leadership development and mentoring skills
 - Analysis of outcomes to determine if the relationship achieved its goals