

Application: Coordinated Leadership Development Program Funding

**California Community Colleges Chancellor’s Office
Institutional Effectiveness Division**

- Submit this application (1 original & 2 copies) by September 30, 2016 to:

California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4400
Sacramento, CA 95811
Attn: Institutional Effectiveness

- College or District: **Compton Community College District**
- Amount Requested: **\$50,000**
- Identify the *Leadership Development Coordinator/Contact* for your college/district:

Name:	Rachelle Sasser
Position:	Chief Human Resources Officer
Telephone #:	(310)900-1600 ext. 2400
Email Address:	rsasser@elcamino.edu

- Identify the *Chief Business Officer* for your college/district:

Name:	Felipe Lopez
Title:	Chief Business Officer
Telephone #:	(310) 900-1600 ext. 2010
Email Address:	flopez@elcamino.edu

1. Will the college or district be developing a new leadership development program, or expanding/modifying an existing program?

The El Camino College Compton Center/Compton Community College District will be developing a new leadership program for faculty, management, and staff. The proposed name of the leadership program will be Compton Tartar Leadership Academy.

The goal of the Compton Tartar Leadership Academy is to change the culture of the Compton Center/Compton District by empowering employees to communicate more effectively across different departments by seeing and experiencing different facets of the organization. This will be accomplished by developing a peer cohort, or learning community, to support one another in their development as potential leaders. The learning and sharing of different views will be led by a facilitator in group sessions.

The Compton Tartar Leadership Academy will be offered to interested full-time Compton Center/Compton District employees. We have identified the following two objectives for the Compton Tartar Leadership Academy:

- A. Enhance our employees' capacity for more effective leadership at all levels of the organization, including a clear understanding of their own roles and responsibilities.
- B. Grow our own leaders within the campus organization. Individual participants will be provided with opportunities to develop and grow as leaders which they can highlight as part of their experience and commitment to development as professionals.

The Compton Center/Compton District will enter into an agreement with Dr. Robert Gabriner and Laura Hope, the Co-Directors of the RPgroup "Leading from the Middle Academy" to assist with the development and design of the Compton Tartar Leadership Academy.

2. Provide a list of leadership development offered for 2015/16 and proposed offerings for 2016/17.

In the 2015/16 and 2016/17 years, the Compton Center/Compton District have provided funding for management employees to participate in the Association of California Community Colleges Administrators (ACCCA) 101 and ACCCA mentoring programs. Furthermore, this past summer, the Compton Center/Compton District had several staff employees participate in the California State University Fullerton Leadership Institute for Tomorrow (LIFT) program and we will continue this participation in the summer 2017. Due to the lack of funding and our focus on the Compton Center accreditation efforts, we have not had the opportunity, over the years, to provide leadership development activities on campus for all employees. However, one of our Provost/CEO visions for the 2016/17 year is to implement this leadership academy at the Compton Center/Compton District.

3. What approach will the college or district take to achieve the expected outcomes of coordinated leadership development? If the college or district plans on using an outside consultant or vendor, what selection criteria will it use?

The Compton Center/Compton District has already identified the work of the RPgroup Leading from the Middle Academy as our approach to leadership development. As a result of participating in the Leading from the Middle Academy, the Compton Tartar Leadership Academy participants will be able to do the following:

- A. Critically analyze existing literature that explores the relationship among institutional needs, effective leadership and student success.
- B. Apply research and evidence to make informed decisions that advance institutional change efforts.
- C. Strengthen their capacity to prioritize and lead departmental, institutional and other changes through the process of evidence-based inquiry.
- D. Create and sustain professional relationships in which peers share ideas and strategize approaches around evidence-based leadership and institutional change.
- E. Identify and incorporate strategies to help sustain personal leadership growth and engagement.
- F. Analyze the challenges and opportunities for the local change initiative.
- G. Evaluate planning strategies for transformational change and determine which strategies will be most effective for building a case for change, building a coalition to support and lead the change effort, and develop an implementation design.
- H. Establish professional relationships with peer leaders and share strategies and approaches to evidence-based change and institutional transformation.
- I. Evaluate findings from national research on leadership and transformation.
- J. Apply appropriate information and approaches at local and personal levels.

Consultants and guest speakers recommended from the RPgroup’s Leading from the Middle Academy Co-Director will be invited to share key concepts. Some sessions will be held in different departments allowing participants to see the inner workings of key areas within the Compton Center/Compton District. Corresponding readings will also help the group gain perspective for each session. Members will then coach one another on issues and concerns brought to the sessions. The coaching model consists of the following:

- A. Participants will present a problem with which he or she wants coaching and counseling. This is something challenging they want their peers’ perspectives on.
- B. In “round robin” style, everyone asks questions about the issue. Participants are only allowed to ask one question at a time. Once the question is asked, the person presenting the issue responds with an answer. Then the next person asks a question. All questions are asked, and responded to.
- C. Participants then give coaching and feedback to the person presenting the issue. The participants, in effect, become one another’s advisory board.

4. What is the anticipated timeframe for implementing the selected approach?

The Chief Human Resources Officer will serve as the administrator responsible for the implementation of the Compton Tartar Leadership Academy. During the month of October 2016, and working with the Academic Senate the Compton Center/Compton District will identify a full-time faculty member to assist with the coordination of the Compton Tartar Leadership Academy. The full-time faculty member will serve as the Faculty Coordinator for the Compton Tartar Leadership Academy and will be provided with twenty-percent release time in the spring 2017 semester, summer 2017 intersession, and the fall 2017 semester.

The Compton Center/ Compton District will select thirty individuals to participate in the Compton Tartar Leadership Academy of which ten will be from middle management positions. The middle management individuals invited to participate will have less than three years of

experience with the Compton Center/Compton District in their current positions. The Professional Development Committee will work with the Chief Human Resources Officer and the Faculty Coordinator responsible for the Compton Tartar Leadership Academy, to select the remaining participants. The Professional Development Committee, consisting of representatives from management, staff, and faculty, is chaired by our Chief Human Resources Officer and a faculty member.

Our plan to select the remaining participants for the Compton Tartar Leadership Academy will be through an application process. The application will be available Tuesday, November 1, 2016 and interested full-time employees will be required to submit their application by the Friday, December 9, 2016 deadline. The application packet will include the following: General Contact Information Page, Acknowledgement of Academy Commitment, Short Answer Questions on Professional Goals, Supervisor Acknowledgement Form, Letter of Recommendation (may be from immediate supervisor), Resume and/or Curriculum Vitae.

The applications will be reviewed by the Professional Development Committee during the second week of January 2017 and this committee will forward the names of the individuals selected to participate in the leadership academy to the Provost/CEO. The Professional Development Committee will develop selection criterion that will include the following: General Leadership Awareness/Potential, Potential Contribution to the Compton Center/Compton District, Potential Contribution to the Compton Tartar Leadership Academy, and Cohort Diversity.

After receiving the recommendations from the Professional Development Committee on the proposed participants, the Provost/CEO will send a letter of invitation to the selected individuals inviting them to participate in the Compton Tartar Leadership Academy. The selected participants will be introduced to the campus community at the Provost/CEO “Tartar Talks” which is a quarterly campus-wide meeting on Tuesday, February 28, 2017. The first session for the participants will be an overnight retreat sometime in March 2017 on a Thursday (evening) and Friday (all day).

The participants will then participate in monthly sessions during the months of April, May, June, and August, and again in September, October, November, and December. The cohort will be divide into teams and each team will select a leadership project to be completed and presented to the campus community at the conclusion of the leadership academy. The guest speakers, readings, and team building sessions will assist participants in developing and carrying through with their team project.

Our Department of Research and Planning with assistance from the RPgroup’s Leading from the Middle Academy Co-Director will develop a program evaluation for the Compton Tartar Leadership Academy.

5. Provide a listing of the proposed participants by title and level.

As mentioned above, the Compton Center/Compton District will select thirty participants in the Compton Tartar Leadership Academy. Of the thirty participants the following Compton Center/Compton District middle management employees will be invited to participate:

Title	Department	Year
Associate Registrar	Admissions & Records	1
Coordinator	Student Success and Support Programs	2
Director	EOPS & CARE	1
Director	Information Technology Services	1
Interim Director	Enrollment Services	1
Instructional & Interpreter Services Supervisor	Special Resource Center	1
Interim Program Manager	Upward Bound Math & Science Program	1
Student Success Coordinator	Library- Student Success Center	1
Supervisor	Financial Aid	3

6. Provide the rationale for the amount of funding requested. Please include the percent of funds devoted to content development, content delivery, or other expenses.

The budget for the Compton Tartar Leadership Academy will include materials, supplies, food, promotional items, expenses associated with the overnight retreat scheduled for March 2017, expenses for consultants from the RPgroup, and expenses associated with invited guest speakers. Below is the proposed budget (November 1, 2016 through December 31, 2017) for the Compton Tartar Leadership Academy:

Funding Request	Description/ Rationale	Cost	Percent of Budget Request
Faculty Coordinator	Faculty coordinator (20% release time), including intersession to assist the Chief Human Resources Officer with the coordination of the Compton Tartar Leadership Academy.	\$10,000	20%
Overnight Retreat	In March 2017, the program participants will have an overnight retreat. The retreat will be the kick-off to the Compton Tartar Leadership Academy.	\$6,000	12%
Supplies	Miscellaneous supplies used for the Leadership Academy (copies, manuals, brochures, etc.)	\$4,000	8%
Consultants	Consultants from the RP Group to assist with the development and implementation for the Compton Tartar Leadership Academy.	\$10,000	20%
Guest Speakers	Invited speakers for the Compton Tartar Leadership Program. This includes their speaker fees and travel expenses.	\$10,000	20%
Academy Sessions Support	Academy sessions costs (off-site venues, catering, food services, etc.)	\$10,000	20%
Total IEPI Request		\$50,000	100%