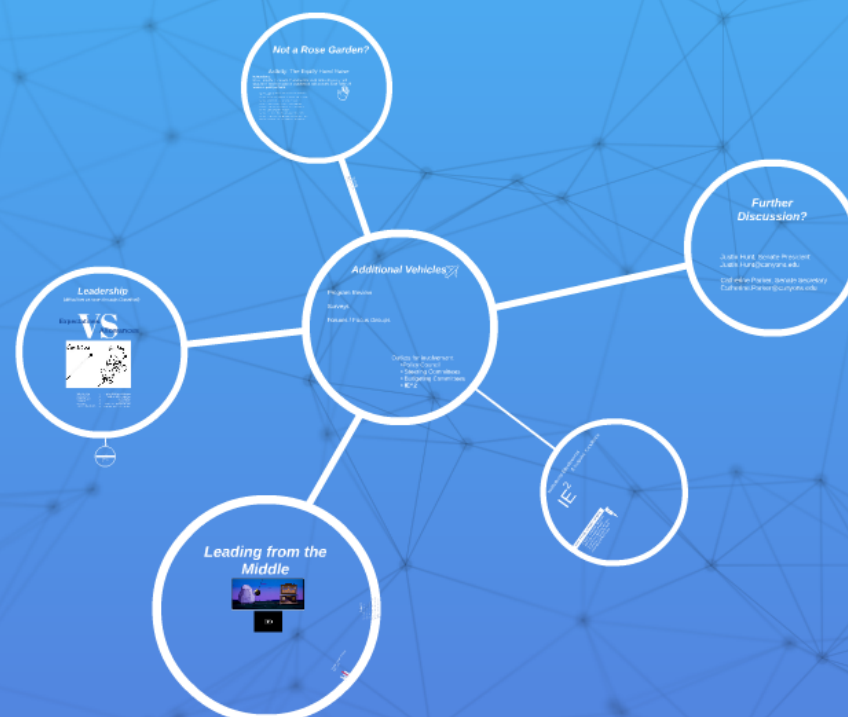


Institutional Effectiveness & Inclusive Excellence

Senate Secretary
Senate President

Leading from the middle





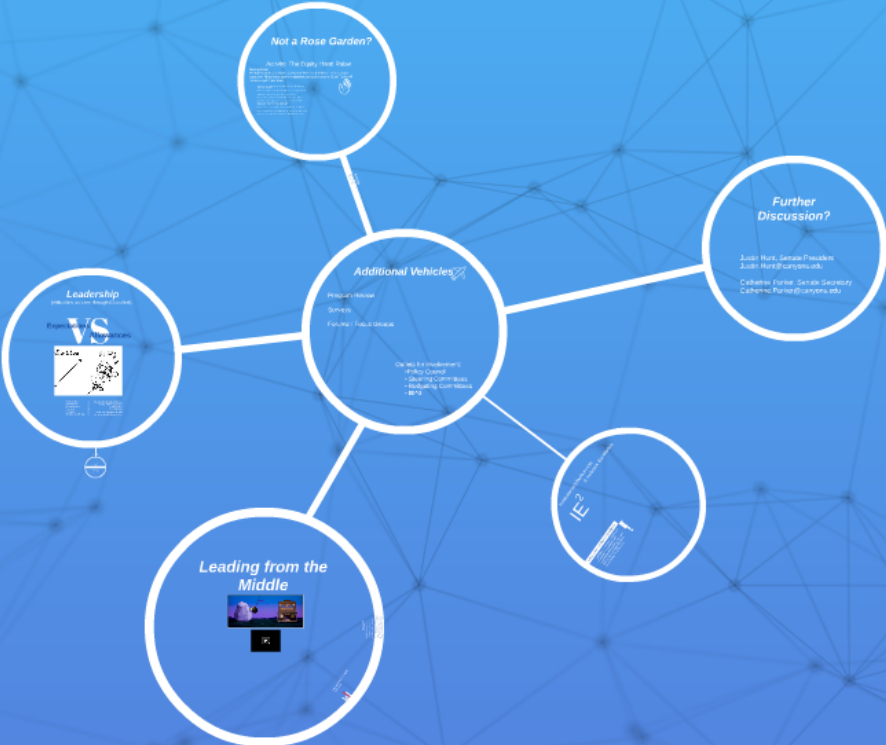
Institutional Effectiveness & Inclusive Excellence

Catherine Parker
Justin Hunt



Senate Secretary
Senate President

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the middle





Institutional Effectiveness & Inclusive Excellence

Catherine Parker
Justin Hunt



Research Analyst,
Institutional Research



Computer Operations Coordinator,
Enrollment Services

Senate Secretary
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Leading from
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Research Analyst,
Institutional Research



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Activity

Introductions & Table Name

Take a few minutes to introduce yourselves, where you work, your favorite part of CLI so far, and your name's etymology (meaning).

Make a team name from your introductions

Not a Rose Garden?

Activity: The Equity Hand Raise

Instructions:

We will provide a scenario. Everyone from each table will raise a hand based on if they have seen or experienced said scenario. Each Table will receive a point per hand.

Have you ever felt your employee group doesn't have the same benefits as other employee groups?
(Not necessarily H&W benefits)

Have you ever been insecure to bring up an idea specifically because of your category of employment?

Have you ever hesitated in offering an idea because of others' employee categories?

Have you ever shared an idea in a committee meeting that you felt was completely ignored?

Has someone of a different category offered the same or similar idea and it was acknowledged?

Have you ever felt your inclusion or involvement was patronizing?
(just to check it off their list, not really wanted, condescending)

Have you ever avoided committees, groups, or areas, because of your category of employment?

Have you ever felt information was intentionally withheld from you because of your employee category?

Do you or have you ever perceived an inequity between your employment category and another's?



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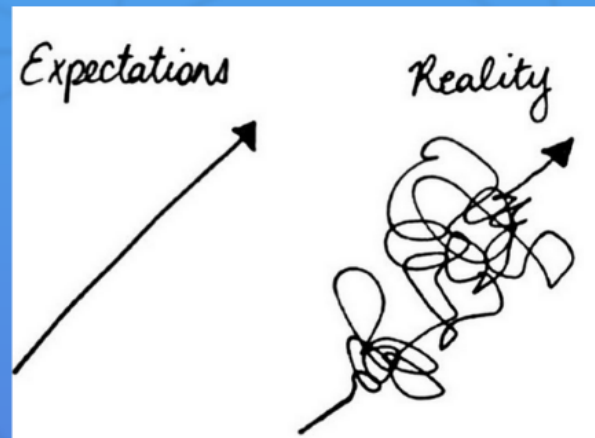
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Leadership

(difficulties as seen through Classified)

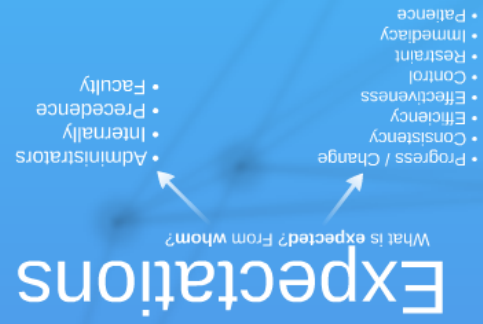
Expectations **VS** Allowances



Representation
Development
Communication
Presence
Advocacy
Frontline knowledge



Aligning/Linking to Initiatives
Subject Matter expertise
Confrontation
Consistency
Assertive / Aggressiveness
Imposed leadership doctrine



Allowances

What are your greatest aids?

Consistency
Solidarity
Success (brushing SOMETHING)
Creating new precedent
Identifying Allies
Creating new allies
Value Added

Political Currents
Initiative Push & Pull
Leadership Candorance (normal)
Time
Value
Opposing Constituency

Expectations

What is **expected**? From **whom**?




- Progress / Change
- Consistency
- Efficiency
- Effectiveness

- Administrators
- Internally
- Precedence

Expectations

What is **expected**? From **whom**?

- 
- Progress / Change
 - Consistency
 - Efficiency
 - Effectiveness
 - Control
 - Restraint
 - Immediacy
 - Patience

- Administrators
- Internally
- Precedence
- Faculty

Allowances

What are your greatest aids?

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Success (finishing SOMETHING)
Creating new precedent
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Value Added

Political Currents
Initiative Push & Pull
Leadership Confidence (external)
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Voice
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Time
Voice
Opposing Constituency

10 minutes

Building on the timeless notion of positivity and negativity from a single experience, time for teams to come together to discuss a situation.

Two Sides of a Coin

Each person will share a memory. It can be a personal or professional memory, but mandatorily a true incident.

Your job as support team, will identify at **least one positive** takeaway.





Representation
Development
Communication
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Advocacy
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Aligning/Linking to Initiatives
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Leading from the Middle

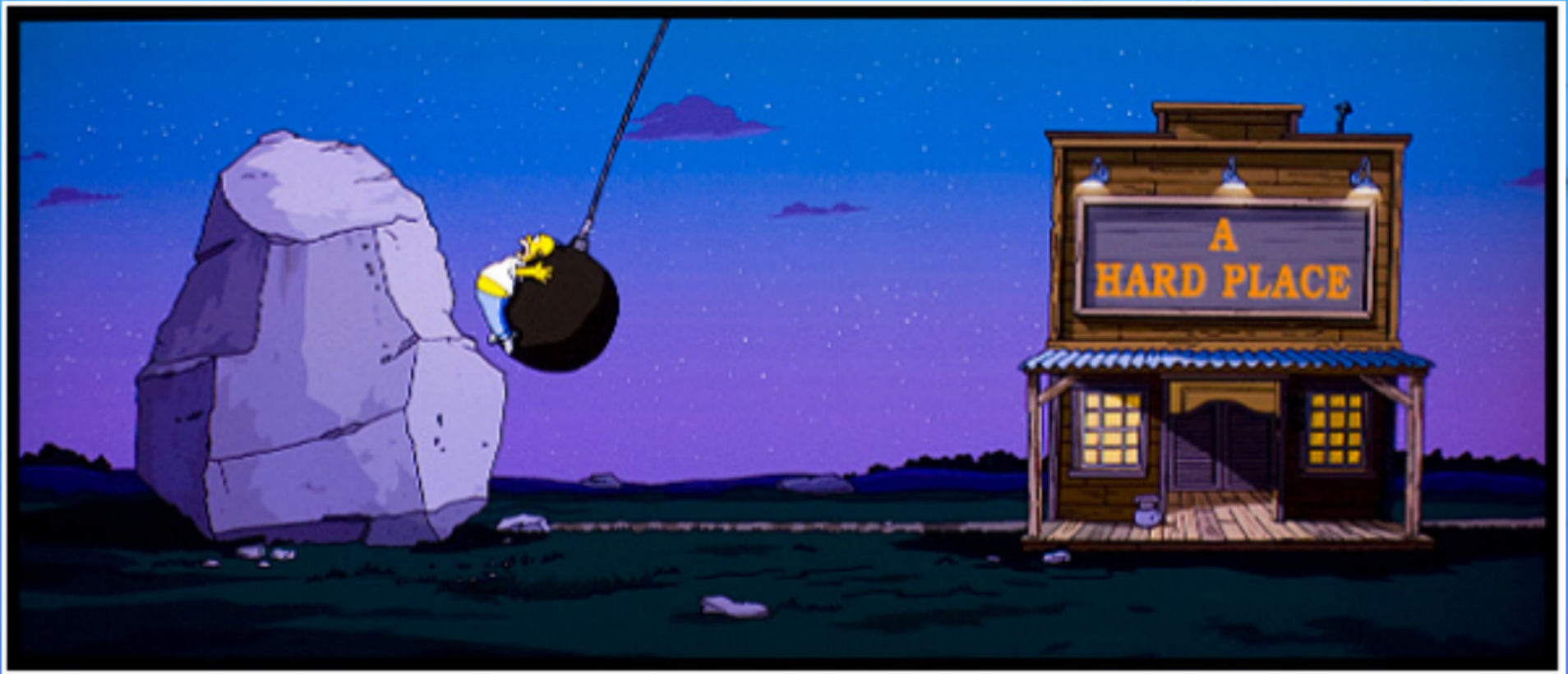


How?

Retraining ever-changing
landscape



Middle





You **Tube**

Redrawing ever-changing landscape

Activity: Blind Drawing

1. Choose an artist
2. Blindfold your artist
3. Now draw one of the following:

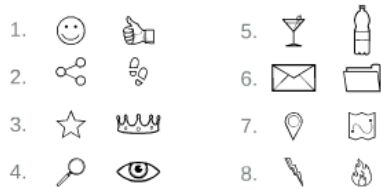


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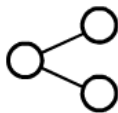
1.



5.



2.



6.



3.



7.



4.



8.



6

Middle Leadership Tenants

How?

ships and processes.

ease when AND where it's impactful.

How?

Thinking and Acting Systemically.

See the big picture, patterns in relationships and processes.
Give up the need to constantly please. Please when AND where it's impactful.

Resiliency

Resiliency is about handling stress, uncertainty and setbacks well — learning to maintain equilibrium under pressure,

Communication

Core leadership function; Express ideas and information to a multitude of audiences. Effective communication is also about listening, asking questions, and aligning words and actions.

Influence

This means gaining cooperation to get things done. Position or expertise alone doesn't guarantee success. You may be met with resistance or compliance, but what you — and your Senate — need

Communication

Core leadership function; Express ideas and information to a multitude of audiences. Effective communication is also about listening, asking questions, and aligning words and actions.

Influence

This means gaining cooperation to get things done. Position or expertise alone doesn't give you influence. You may be met with resistance or compliance, but what you — and your Senate — need is commitment.

Learning Agility

Seek opportunities to learn and learn quickly. What separates the remarkable from the good is the ability to adjust, adapt, respond, and be resourceful in the face of change and to learn from experience.

Self-Awareness

When you understand your style, motivation, strengths, shortcomings, quirks, and preferences, you are better equipped to make day-to-day decisions, as well as to navigate the big picture for yourself and for your Senate

Additional Vehicles

Program Review

Surveys

Forums / Focus Groups

Outlets for involvement:

- Policy Council
- Steering Committees
- Budgeting Committees
- IE^2

Additional Vehicles



Program Review

Surveys

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Outlets for involvement:

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- Budgeting Committees
- IE²

Institutional Effectiveness & Inclusive Excellence

IE²

Some common institutional problems

- Complex committee structures
- Overlap / redundant work
- Inconsistent reporting avenues
- Follow-up / Closing the loop
- Evaluating Effectiveness



Some common institutional problems

- Complex committee structures
- Overlap / redundant work
- Inconsistent reporting avenues
- Follow-up / Closing the loop
- Evaluating Effectiveness



BIG concerns



Bridging the

Enter IE^2:

- Comprised of all employee classes and students
- Regularly meet
- Data driven decision making
- Canyons Completes workgroups
- Reporting Structure > College Planning Team

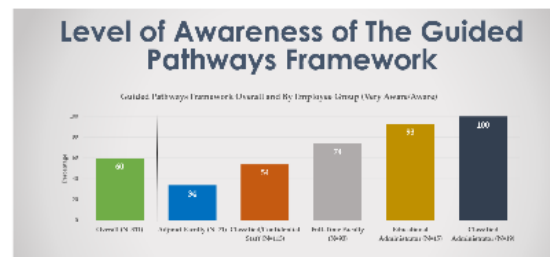
- Work groups comprised of
- Focused goals
- College-wide efforts
- Increased communication
- Singular reference point for
- Data





Bridging the Gap

- Work groups comprised of Classified, Faculty, and Administrators
- Focused goals
- College-wide efforts
- Increased communication
- Singular reference point for information and report-out
- Data



ators

Bringing it Home

Activity:

Could your college duplicate IE²? How?

Populate the blank hierarchical structure
(use ours as a reference, if needed)

Consider data and measurable outcomes

Stakeholders? Ownership? Accountability?

How would this effect your committees?

Further Discussion?

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Leading
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