

College Employer

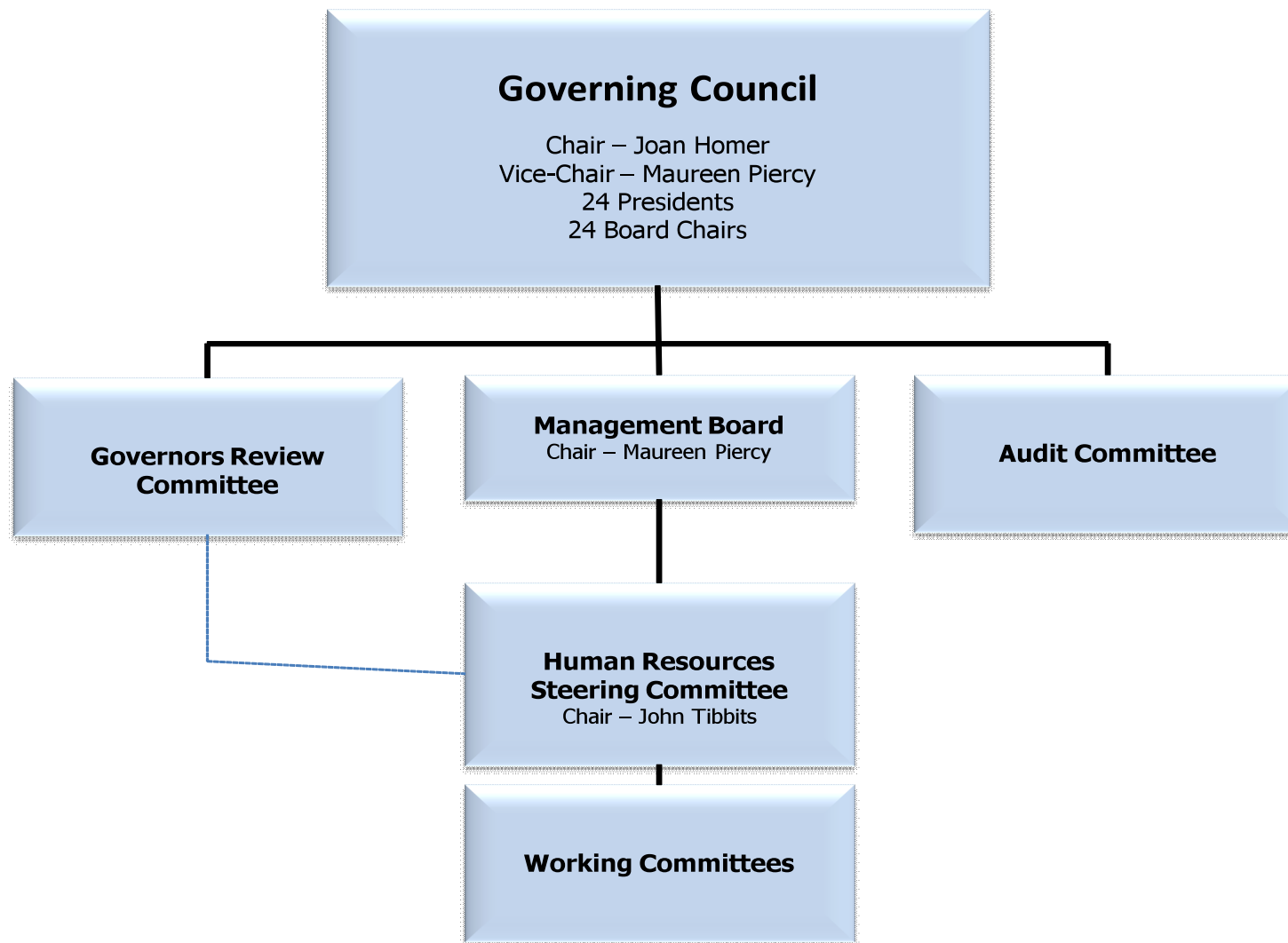
Council  **Conseil**
des employeurs des collèges

Developing Leadership Capacity

June 23, 2014

College Employer Council

- Not for profit statutory corporation owned and funded by the 24 Ontario Colleges
- Board: 24 College Presidents & 24 Board Chairs
- Management Board = 6 Presidents
- Council acts as the employer collective bargaining agent on behalf of the 24 colleges with academic and support staff
- Acts as the policy holder for all employee benefits on behalf of the colleges
- Provides guidelines within committee structures on administrative staff and presidential compensation and terms and conditions of employment
- Provides a broad range of services to colleges on human resource management issues



Human Resource Information

- 16,800 full time employees – 7,340 academic
2,350 administrative
7,110 support
- 26,000 non-full time
- Colleges spend \$2.3B annually on human resources
(largest expenditure at every college)
- Group insurance benefits contract = \$105M annual cash
flow + \$150M deposit fund investments

The Need

- To develop the core elements of a cross-college leadership capability framework.
- To identify and document the priority leadership capabilities of senior leaders across the college system over the next 3-5 years in order to realize the strategic goals of the individual institutions and those of the sector as a whole. With a common leadership framework as a platform, individual colleges will be able to further build and customize the framework to reflect their college-specific strategies, requirements and needs.

The Methodology

Data collection occurred through 3 key steps:

1. Review of key background documents
E.g., reports on sector trends and/or strategic direction, existing leadership models
2. One-on-one interviews with a cross-section of college Presidents (8) and Board Chairs / Vice Chairs (5)
To gain insight into future challenges and opportunities facing the college system and the future leadership capabilities needed to ensure Ontario Colleges are positioned for ongoing success
3. On-line survey of senior leaders across system (36 respondents for a 51% response rate)
To understand current approaches to leadership development, how well prepared leaders are to effectively meet current and future challenges, and expectations/needs with regards to a cross-college leadership framework

What we heard

Top 3 Strategic Challenges

1. Securing funding, capital and tuition/revenue to finance growth
2. Creating/Maintaining competitive advantage
3. Meeting the needs of an increasingly diverse population of learners

Top 3 Organizational and/or People Challenges

1. Managing change
2. Building a high performance culture
3. Developing successful future leaders

- Only **50%** of survey respondents felt they have people with the right skills/capabilities needed to deliver on their planned business goals over the next 5 years

Seeing the Future

- Develop integrated strategies with industry and government to enable economic success in Ontario
- Work in partnership with industry to identify and overcome challenges and increase competitiveness (e.g. joint funding, program development, applied research)
- Maintain and accelerate responsiveness and flexibility to develop and offer programs that meet needs of the students and the business community)
- Create flexible infrastructure that can meet current needs as well as adapt to the future program and student needs (e.g. buildings, technology)

Seeing the Future

- Execute a student-focused approach that attracts & supports a variety of types of
- Pursue international markets for students (on-line and on-campus programs)
- Attract and develop talent for academic and administrative leadership positions
- Collaborate strategically across the system to effectively address competition from other post-secondary institutions and use resources efficiently & effectively
- Work collectively to address provincial government policies affecting funding and policy (e.g. transferability of programs and credits)

Perceived Cross-College Leadership Gaps

There is significant overlap between the future leadership requirements and the current leadership gaps

Top Future Requirements

- ♦ Strategic Thinking
- ♦ Networking/Building Relationships
- ♦ Innovating
- ♦ Financial Management
- ♦ Communicating
- ♦ Inspiring/Motivating Others
- ♦ Adaptability/Flexibility
- ♦ Team Player

Top Current Gaps

- ♦ Strategic Thinking
- ♦ Communicating
- ♦ Networking/Building Relationships
- ♦ Financial Management
- ♦ Adaptability/Flexibility
- ♦ Inspiring/Motivating Others
- ♦ Coaching/Developing Others

86% of survey respondents felt the investment in building the capability of its people and future leaders was very important

However...

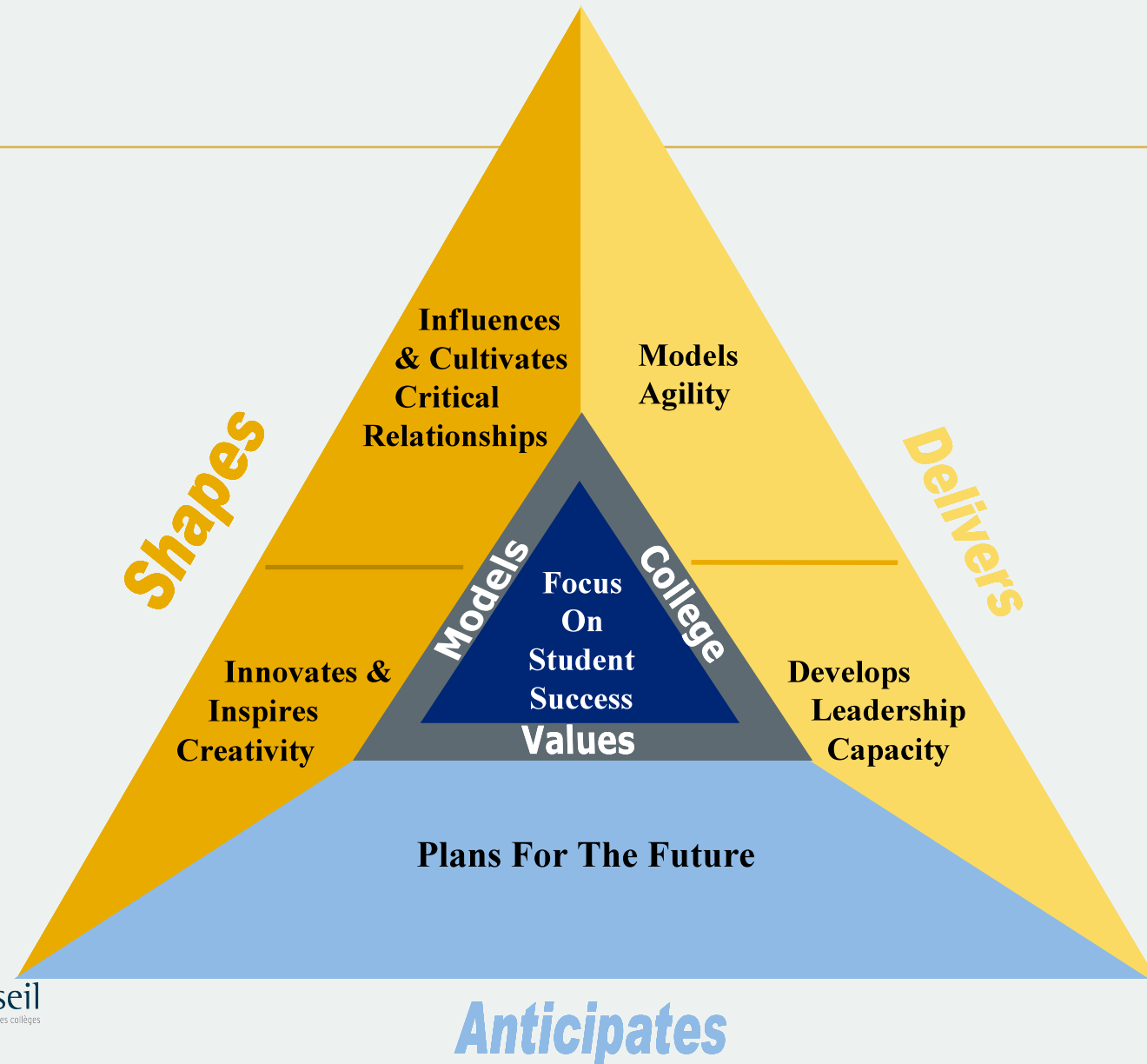
Only **25%** feel their college is effective or very effective at building the capability of its future leaders



Building the Leadership Framework

- To identify the priority leadership capabilities of senior leaders across the college system over the next 3-5 years in order to realize the strategic goals of the individual institutions and those of the sector as a whole.

Leadership Capability Framework



At the Core



**Focus
On
Student
Success**

- ◆ An unwavering commitment to academic excellence
- ◆ Passion for students and the process of learning
- ◆ Knowledge of the professional practice of teaching

Ways to Leverage this Framework

- Refine / complement / inform existing leadership models OR use it as a starting point to build their own model
- Serve as the foundation of leadership development programs
- Use to select future leaders
- Leverage for succession planning and talent management purposes (“bring new leaders to the head of the table”)
- Provide focus for new and existing leaders – those key capabilities that they must exhibit and emphasize over the next 3-5 years
- Build / realign internal processes to support leadership capabilities
- Use to conduct an audit and gap analysis and develop action plans for individual leaders
- BofGs can use when looking for future Presidents

Over **60%** of survey respondents indicated that their colleges have no formal succession plans in place