ACTION PROJECT DECLARATION FORM

Timeline

Planned Kickoff Date: October 2009

Target Completion Date: Phase 1: Model Development and Limited Pilot August 2010

Phase 2: Model Refinement and Expansion August 2011

Identify the single AQIP Category which the Action Project will most affect or impact:

Category Six Supporting Organizational Operations

Give the Action Project a short title in 10 words or less: Succession Planning

1. Describe the Action Project’s goal in 100 words or less
   Current and impending loss of experienced faculty and staff will leave a gap in personnel resources. Succession planning will assist with identification and professional development of emerging leaders currently employed by the college. This will result in a pool of current employees with interest in transitioning to new roles among faculty and administrative leadership ranks. As a result of model implementation this pool of emerging leaders will gain knowledge of identified position scope, unique skill set preferred, and required minimum education and expertise to assume the position(s) explored. Implementation of this model will help ensure the consistent and continuous operation of the college following planned or updated vacancies.

2. Describe briefly your institutions reasons for taking on this Action Project now – why the project and its goals are high among your current priorities.
   Iowa Lakes Community College is located in a sparsely populated and rurally remote area of the upper Midwest. Attracting an adequate pool of qualified applicants to fill faculty, supervisory and administrative roles is at times challenging because the nearest metropolitan area is a minimum of a two hour drive from the campuses. The lack of Interstate highways, commercial airports, and universities within the college district further complicates the recruitment process. Iowa Lakes’ average employee age is 48.6 years old. Nearly 50% of the faculty and 70% of the President’s Cabinet will have reached eligible age of 55 to qualify for early retirement under the state’s employee retirement system within five years. As a result, a significant loss of institutional history, experience and knowledge may exit the institution within the next 5-10 years. Succession Planning that includes strategies to “grow our own” pool of qualified applicants will help ease position vacancy transitions and expand the applicant pool. Succession Planning was identified at a July 2009 President’s Cabinet Retreat as a college priority. This Cabinet recommendation was presented to the Collegewide Improvement Council at the
September 2009 meeting, where it was discussed and affirmed as a priority to pursue during FY10 and FY11 as an Action Project.

3. **List the organizational areas – institutional departments, programs, divisions, or units – most affected by or involved in this Action Project.**
   All departments, programs and units will be impacted by this action project. Every employee has the opportunity to “job shadow” a faculty or supervisory/administrative leadership position.

4. **Name and describe briefly the key organizational process(es) that you expect the Action Project to change or improve.**
   Human Resources and professional development opportunities will support the development and implementation of this succession planning model to identify emerging leaders currently employed across the personnel classifications at the college.

5. **Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion).**
   Phase 1: Model Development and Limited Pilot, August 2010 includes:
   - Develop participation/application process
   - Identify “mentors” for participants.
   - Pilot program
   Phase 2: Model Refinement and Expansion, August 2011 includes:
   - Procedure refinement
   - Pilot expansion

6. **Describe how you plan to monitor how successfully your efforts on this Action Project are progressing.**
   Succession Planning will allow college operations to continue and be consistent following planned or updated vacancies. However, no college employee is guaranteed a job. The succession planning model is a process by which employees gain a better understanding of specific job duties.

7. **Describe the overall “outcome” measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals.**
   Personnel development of leadership skills will be a good “return on investment.” An adequate pool of applicants for future vacancies will be a good measure of the success of this project.