

# A Tsunami Of Change

*Kishwaukee College*

Dr. Laurie Borowicz, President

Dr. Robert Hammon, Board of Trustees Vice Chair

Kathy Spears, Board of Trustees Secretary

Kathy Watkins, Board of Trustees Member

# Kish Overview/ Demographics

- Founded in 1968
- 60 miles west of Chicago
- Surrounded by corn and soybean fields
- Serving more than 6,000 students in academic, career, and continuing education programs
- Partnerships with major employers, local K-12 Districts, community and social service agencies and Northern Illinois University



# 2015 “State of Kish”



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- **Why Tsunami?**

*A tsunami is an unusually large sea wave produced by a seaquake or undersea volcanic eruption. It can cause irreparable damage.*

- Our **“seaquake”**: Difficult contract negotiations with faculty
- Our **“volcanic eruption”**: College President announces unexpected retirement
- Our **“sea wave”**: Harassing emails, increasing number of FOIA requests, declining enrollment, NO STATE BUDGET, Presidential search



# New Leadership: Process for New President

## *Preparing for the storm*

- New external direction
- Changes on the horizon
- ACCT assisted with search
- Search committee of 16- board members, community members and staff
- Listening sessions for position- internal and external
- 16 competencies required of new President- 14 related to change



# Implementing Change: The Necessary Components

*Navigating the waves and setting a new course*

- Communicate- explain the need for change
- Set the vision
- Share the tough news
- Be transparent
- Make decisions in the best interest of the students
- Break down the silos, get people on the same page
- Use data, examine current trends, discuss the future





# Implementing Change: The Necessary Components (cont'd)

- Hold people accountable to expectations
- Make necessary changes- off the bus or different seats on the bus
- Accept conflict
- Listen to the resistance, compromise
- Build on partnerships
- Celebrate



# Role of the Board in the Change Process

*Providing guidance through the storm*

- Be on the same page with the President
- Support personnel changes
- Encourage the President to bring issues forward
- Communicate- information sharing between the Board and Administration
- Understand the complexities of the organization as changes occur with the people, practices and policies





# Role of the Board in the Change Process (cont'd)

- Non-passive Board
- Be resilient
- Answer community feedback- those not understanding the need or changes taking place
- Ask questions, encourage, support- unique needs of President from out of area and out-of-state





# Major Outcomes from Changes



# Going Forward: Overcoming Resistance & Maintaining a Culture of Change

*The tsunami subsides, what's next?*

- Start at the top- Board of Trustees & President
- Keep focused through difficult times
- Foster a culture of change by:
  - Being resilient
  - Not expecting life to be fair
  - Be future focused
  - Expect the difficult
  - Lay claim to what you want
  - Develop a vision- Strategic Plan
- Be the change you want to see





Questions?

