

Block Project: Leadership Philosophy—how to recognize it and reward it.

Report and Recommendations

The philosophy of leadership at CC is grounded in the conviction that leadership is a privilege, an opportunity and a responsibility for every member of the staff and faculty at CC.

Our guiding principles for recognizing and rewarding leadership grow out our core commitment:

- Recognition and rewards can both enhance our community’s sense of CC as an excellent workplace AND cultivate the kind of leadership we hope to embody at CC.
- Our approach to recognition and rewards needs to acknowledge the diverse set of leadership contributions throughout our community in the most inclusive way possible. A "one size fits all" solution is inconsistent with our “everyone can and will lead” approach.
- We recommend doing a better job communicating what we are already doing AND adding rewards that give prominence to exemplars of leadership at CC.
- We want to be especially alert for possibilities to recognize and reward contributions previously overlooked or undervalued. As CC continues to become a more diverse community, who we recognize and what we reward should become as inclusive as possible.
- Our diversified approach can leave room for recognition that is public and college-wide as well as personal and more limited in scope. Likewise, awards can vary to appropriately fit the examples of leadership being recognized.
- We should strive to be as consistent and transparent as possible in our awards, while leaving room for discretion, when needed. We want recognition and rewards to be an occasion for celebration, excellence and commitment. We don’t want awards to unintentionally cause offense or lower morale.
- In addition to increasing the number and types of recognition of leadership, we hope to expand the culture of recognition at CC. Just as everyone can and will lead at CC, we believe that everyone can and will recognize and reward leadership at CC.

The block project team makes the following recommendations:

1. Create a set of Presidential Leadership Awards

We envision a set of high profile, nomination-based awards that would honor excellence in leadership at CC in a very public and celebratory fashion. The awards could be announced annually at Fall Conference, when the entire CC faculty and staff community gather. The awards could include a public presentation in front of peers, a web based (Arielle Mari-style) video, a substantial cash award (\$1000 would be a start, but even more would be welcome), a small physical token (or medallion) for the winner to keep as well as a more permanent plaque to be displayed publicly on campus. To encourage the nomination process, we think those whose nominations are successful could themselves receive a small gift card (\$100 or so). All staff and faculty, full and part time would be eligible. The criteria for the awards and the process of nomination should be communicated clearly to the entire CC community. Responsibility for issuing the call for nominations and choosing honorees should reside in the President’s Office.

The block project team sees a variety of ways to structure the awards:

- Five awards honoring the different leadership characteristics in CC's Leadership Philosophy could be given to highlight the varying contributions of leaders at CC (for example):
 - Courageous—takes a personal risk to model the highest standards and make us a better community
 - Engaged—goes the extra mile to make CC a community of which we can all be proud
 - Innovative—thinks outside the box to bring a new approach, perspective, practice to life
 - Open—communicates and acts to support colleagues and foster an inclusive community of genuine belonging
 - Self aware—holds oneself to the highest professional standards and challenges one's own growth and transformation through professional development
- An alternative approach would be to designate one “all around” award in which the nominee demonstrates all of the leadership characteristics, but also create a companion set of awards in which highlight unique strategic priorities for CC. For example, a set of awards which would serve CC well in the present situation could highlight:
 - Excellence in Leadership
 - Leadership, Diversity and Inclusion
 - Innovative Leadership
- A blended approach could use elements from either option above as necessary to serve the needs of the college in any given year.

2. Reinforce the CC tradition of “Personal Touch” recognitions

The block project team has heard unambiguous and unanimous praise for President Tiefenthaler's warm and heartfelt expressions of gratitude for staff and faculty contributions to CC. Whether these come in the form of a handwritten note or include a gift or cash reward - these efforts make people grateful to be part of the CC community. We understand the need for these to be personal, private and customized to the person and the contribution recognized. These should be continued and could be enhanced to recognize dimensions of leadership especially important to the president or critical to the college's well-being. While these will always be given at the president's discretion, asking for informal input from others can yield unexpected candidates for praise.

One does not have to be president to recognize leadership at CC. A simple note or gift, a heartfelt word of thanks or a public kudo can mean the world to someone doing their best to exercise leadership in their own sphere of influence. The thanks and recognition of one's peers is often the best reward. As an institution, CC can model and support a culture of recognition and gratitude.

3. Encourage appropriate Divisional and Departmental Awards

Growing a culture of shared leadership at CC will include enhancing efforts to recognize and reward leadership at divisional and departmental levels. Not only are we all leaders, but we all need to encourage it in our own spheres of influence. An excellent example of this is the extensive recognition and reward program that has historically characterized our Facilities Management department (attached). This doesn't mean that one type of program should be emulated by every division and department, but rather context sensitive efforts should be

encouraged across campus. In some cases, they will include small gifts and awards, but elsewhere we can facilitate a culture of acknowledge and gratitude for acts of leadership.

One way to implement this recommendation would be for the President to charge her Cabinet to make recognition an integral part of divisional life by devising targeted strategies to incentive leadership in position and department specific ways. CC can also make better use of the Workplace Excellence survey data to identify group of employees who seem discouraged by a relative lack of recognition in their departments. As these local efforts to recognize and reward leadership are developed, we should do more to communicate these efforts across campus through *In the Loop* and *Around the Block*.

4. Continue general efforts at staff recognition by Human Resources and the Staff Council

Not all recognition and rewards at CC will be focused on excellence in leadership. In recent years, Human Resources has worked hard to remind staff that they work at a place that values their broader contributions. Examples such as the Years of Service recognitions, Mentor Awards (based on gratitude expressed by graduation seniors) and the Staff Council's Staff to Staff Kudos program should be continued and expanded in creative ways.

5. Enhance college-wide communications of efforts to recognize and reward leadership at CC

During the course of our work, each of us became aware (often for the first time) of programs and awards that have existed at CC for years. And this is a group of people chosen to participate on this team, because they strongly believe in rewarding leadership in our community. The move to a more coordinated approach to campus communication has helped, but we can do more. We can do a better job of celebrating promotions within the staff and faculty at CC. Perhaps we could create a prominent web page to collect, centralize and to honor leadership accomplishments, awards and development at CC. Every CC publication (whether for internal or external communication) could feature leadership news.

Finally, we believe the process of implementing these recommendations does not need to be cumbersome or onerous. We can keep the process simple and sustainable. Part of workplace excellence is trusting colleagues to make good decisions in their areas of responsibility without needing to over-consult or micro-manage. The process of recognizing and rewarding leadership at CC does not require large committees or elaborate processes. We can assign the right people to take responsibility for implementing these recommendations, trusting them to invite feedback and collaborate when appropriate.

October 7, 2015

Team Membership

Bruce Coriell, Chaplain – Chair

Preston Briggs, Major Gift Officer

Lisa Brommer, Senior Associate Director, Human Resources

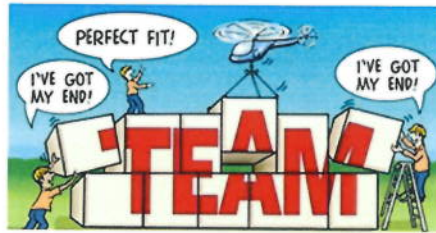
Paul Buckley, Assistant Vice President of Student Affairs-Director of the Butler Center

Greg Capell, Senior Associate Director of Athletics

Stacy Lutz Davidson, Associate Vice President of Finance/Controller

Jan Edwards, Director of Accessibility Resources & ADA/504 Coordinator

Yolany Gonell, Director of Residential Life & Campus Activities
Matt Gottfried, Director of Innovative Technology
Jim Parco, Associate Professor of Economics & Business
Denise Sheridan, Environmental Health & Safety Coordinator
Mandy Sulfrian, Lead Administrative Assistant



Annual Team Award

Description This award recognizes a Facilities Services team/group that for the past year has gone above and beyond their regular duties and responsibilities, making significant contributions to Facilities, business processes, student success, or employee morale as well as meeting or exceeding one or more of the following criteria:

- Created efficiencies to work processes.
- Overcame significant obstacles and challenges to achieve a goal through perseverance and hard work as a team.
- Achieved outstanding success despite difficult circumstances and unforeseen problems.
- Display and practice exemplary behavior at all times.
- Always available to assist, values team success.
- Implements solution based ideas that have a positive impact on the organization to include cost savings, efficiencies gained and process improvement.
- Consistently exceeds expectations, takes initiative to get things done and puts in extra effort.

Eligibility

Who can nominate:

- Any member of Facilities Services can nominate a team or group within Facilities Services.
- The nominees must be current full or part time employees of Facilities Services, exempt or non-exempt, working at Facilities for at least 12 months.
- Recipients must be on Colorado College payroll at the time of the award ceremony.

Who is not eligible?

- Director of Facilities
- Deputy Director of Facilities
- Campus Planner
- Campus Operations and Plant Manager

Selection

Nominations must be sent to FacilitiesServices@ColoradoCollege.edu by noon on November 25, 2014. Team/group winners will be announced at the Annual Facilities Holiday Party, December 18, 2014.

Annual Adam Valdez-Excellence in Facilities Services Award

Description This award recognizes a Facilities Services employee who for the past 5 years has demonstrated the Facilities core values of accountability, excellence, respect, versatility and social responsibility as well as meeting or exceeding one or more of the following criteria:

- Communicates in a manner which is fair, straightforward, honorable and open.
- Demonstrates extraordinary commitment by continuously providing excellent customer service.
- Sets a high standard of integrity by leading through example and maintains high personal standards. Demonstrates professional leadership skills, including diplomacy, knowledge, and skill. Respected for integrity.
- Displays and practices exemplary behavior at all times.
- Always available to assist, values team success.
- Motivates and inspires the people around them to accomplish more than they would have normally. Inspirational role model.
- Implements solution based ideas that have a positive impact on the organization to include cost savings, efficiencies gained and process improvement.
- Consistently exceeds expectations, takes initiative to get things done and puts in extra effort.
- Initiates and maintains sustainable, collaborative partnerships within the Colorado College community and other organizations.
- Takes positive steps to create a culture and climate of respect and inclusion for diversity in the workplace.
- Demonstrates an exceptional proficiency and quality in their work.

Eligibility

Who can nominate:

- Any member of the Colorado College Community can nominate a Facilities Services employee.
- The nominee must be a current full or part time employee of Facilities Services, exempt or non-exempt, working at Facilities for a minimum of 5 years.
- Recipients must be on Colorado College payroll at the time of the award ceremony.
- A recipient cannot receive the award again in a five year period.

Who is not eligible?

- Director of Facilities
- Deputy Director of Facilities
- Campus Planner
- Campus Operations and Plant Manager

Selection

Nominations must be sent to FacilitiesServices@ColoradoCollege.edu by noon on November 25, 2014.

Winners will be announced at the Annual Facilities Holiday Party, December 18, 2014.

Annual Maintainer of the Year Award

Description This award recognizes a Facilities Services employee who for the past year has gone beyond their regular duties and responsibilities, going the “extra mile” to meet the needs of the Colorado College Community, providing consistent high-quality work, demonstrating the Facilities core values of accountability, excellence, respect, versatility and social responsibility as well as meeting or exceeding one or more of the following criteria:

- Demonstrated extraordinary commitment by continuously providing excellent customer service outside the scope of usual roles and responsibilities.
- Overcame significant obstacles and challenges to achieve a goal through perseverance and hard work.
- Demonstrated excellence in the field.
- Inspirational role model.
- Made a significant impact of effort on students, staff, faculty and/or departments.
- Demonstrates a positive attitude, uses strong judgment and utilizes good communication skills.
- Initiates and maintains sustainable, collaborative partnerships within the Colorado College community and other organizations.
- Takes positive steps to create a culture and climate of respect and inclusion for diversity in the workplace.
- Offers creative solutions to issues that result in a more effective and efficient operations.
- Demonstrates exceptional proficiency and quality in their work.

Eligibility

Who can nominate:

- Any member of the Colorado College Community can nominate a Facilities Services employee.
- The nominee must be a current full or part time employee of Facilities Services, exempt or non-exempt, working at Facilities for a minimum of 1 year.
- Recipients must be on Colorado College payroll at the time of the award ceremony.
- A recipient cannot receive the award again in a five year period.

Who is not eligible?

- Director of Facilities
- Deputy Director of Facilities
- Campus Planner
- Campus Operations and Plant Manager

Selection

Nominations must be sent to FacilitiesServices@ColoradoCollege.edu by noon on November 25, 2014. Winners will be announced at the Annual Facilities Holiday Party, December 18, 2014.



Here's to You!

Colorado College Facilities Services

Maintainer of the Quarter Award

Nomination Form

Due Tuesday – March 31, 2015

Chris.Coulter@ColoradoCollege.edu

WWise@ColoradoCollege.edu



The Program: Quarterly recognition of exceptional teamwork, attitude and accomplishment. To be read and announced at a quarterly All Hands Meeting. (**September, December, April, and June**).

All of Facilities staff are encouraged to attend the celebration breakfast to appreciate our many outstanding performers.

The Purpose: To Acknowledge Facilities staff members based on their Quarterly outstanding performance.

The Process: Complete the form below and submit to Chris or Will at least 10 days prior to the celebration event. Nominations are accepted from any College staff, faculty, student, or administrative team member.

DATE:

Name of person submitting nomination:

Coffee Mug or **Beer Glass** (Choose one)

Nomination details:

A. I am nominating _____ for Maintainer of the quarter:

B.

**Insanely Great
Peer to Peer Reward Program**

The Program:

Without asking permission from anyone, any employee within the Facilities Services Team can reward up to \$25 twice annually to another employee in the form of a gift card.

The Purpose:

To allow every employee of Facilities Services the ability to reward another employee they see going above and beyond or performing in an "Insanely Great" manner. These awards are completely non contingent and can come from any person on the Facilities Services team.

The Process:

Simply fill out the form below and return to the Front Office. A copy of the form will be returned to you to give to the employee that you are rewarding. In turn, the employee can stop by the front office to let us know what type of gift card they would like: See Back for list of available cards

Date: _____

Team Member Receiving Award: _____

Team Member Acknowledging Employee: _____

You are Insanely

Great...: _____

Please let us know which gift card you would like by 4:30 p.m. on Wednesdays as gift cards will be distributed on Thursdays.

CONGRATULATIONS!!!!!!!!!!!!