



“Grow Your Own” Leadership Succession Program

Executive Summary
October 2008

Host: Elihu M. Harris, Chancellor

Coordinators: Thuy Thi Nguyen, General Counsel/District-wide Strategic Planning Manager; and Alton Jelks, Special Assistant to the Chancellor

Goal and Objectives:

- ✓ The Leadership Succession Program will provide leadership and operational skills' development for promising, future administrators to serve as College Presidents, Vice Presidents, Deans, Chancellor, and Vice Chancellors in the long-term.
- ✓ The program participants will also become "agents of institutional change."
- ✓ All candidates successfully completing the program may be guaranteed an interview for any qualified administrative position one step higher than their current position at Peralta Community College District. (The General Counsel is developing a Board Policy to reflect this.)
- ✓ Completion of the program will constitute at least eighty percent of the presented classes. (Participants shall not be absent for more than 4 sessions, excused or unexcused. All absences must be excused by the Chancellor.)
- ✓ This is a voluntary program. Classified and confidential employees will be provided time during working hours to attend all class sessions. The possibilities for professional development credit for faculty members will be explored.

Basic Idea:

- ✓ This will be a one-year program (July 2007-September 2008).
- ✓ The first class will help to further develop future programs, while also participating in the program.

Participant Nominations

- ✓ The General Counsel/District-wide Strategic Planning Manager advertised the program in summer 2007, seeking self-nominations via a flyer. See the attached flyer.
- ✓ College Presidents and Vice Chancellors also nominated these candidates.
- ✓ Fifty-nine nominees submitted their names for selection.
- ✓ The Chancellor, with assistance from the Strategic Management Team, made the final decision.
- ✓ Fifteen candidates were selected, representing managers, faculty, and classified staff from all four Colleges and District Service Centers.

Mentorship

- ✓ Each participant received one mentor whom the participant would most likely succeed.
- ✓ The participant would shadow the mentor at a professional event, conference presentation, staff meeting, and/or a Board presentation.

Monthly Brown Bag Luncheon

- ✓ 1 ½ hour sessions on a specific leadership or operational topic
- ✓ Every third Friday of the month

Field Trips/Site Visits

- ✓ Trip: State Chancellor's Office – A Day in Sacramento
- ✓ Trip: Meet the California Community College League and State Chancellor's Office

Leadership Development

- ✓ Current managers will participate in Managers' College and will receive personal assessment from a leadership coach.

Provide Outside Resources

- ✓ Cohort possibilities will be explored with California State University, East Bay; San Francisco State University; and Argosy University. The District successfully established a Peralta cohort Ed.D. program with Argosy University, and such program started in Summer 2008 with members and non-members of the Leadership Succession Class.

2007-2008 Leadership Class Roster

	Name	Site	Job Classification
1	Lilia Celhay **	COA	Classified
2	Danielle Waite	District	Manager
3	Ikhbold Odnamar **	BCC	Classified
4	Terry Tricomi **	BCC	Confidential
5	Ed Loretto	COA	Faculty
6	Maurice A. Jones **	COA	Manager
7	David Betts **	District	Confidential
8	Roxanne Epstein **	District	Confidential
9	Robert Brem **	COA	Faculty
10	Inger Stark **	Laney	Faculty
11	Teresa Williams- Drame **	Merritt	Faculty
12	Tae-Soon Park **	Merritt	Faculty
13	Wyman Fong **	District	Manager
14	Cleavon Smith	BCC	Faculty
15	Karolyn Van Putten	Laney	Faculty

** Successfully graduated in October 2008

Mentors

1. Tom Smith, Vice Chancellor for Finance and Administration
2. Wise Allen, Acting Vice Chancellor for Educational Services
3. Sadiq Ikharo, Vice Chancellor for General Services
4. Alton Jelks, Special Assistant to the Chancellor
5. Rebecca Kenney, Divisional Dean, Merritt College
6. Frank Chong, President, Laney College
7. Jannett Jackson, Vice President, College of Alameda
8. Debbie Budd, Acting Associate Vice Chancellor
9. Elihu Harris, Chancellor
10. Gary Yee, then-Acting Vice Chancellor for Educational Services
11. Bobby Adams, President, Merritt College
12. Eñora Webb, Vice President of Instruction

Leadership Succession Class at the State Capitol
January 2008



Pictured: Ikhbold Odnamar, Teresa Williams-Drame, Alton Jelks, Chancellor Elihu Harris, David Betts, President Bobby Adams, Tae-Soon Park, and Roxanne Epstein.

PERALTA COMMUNITY COLLEGE DISTRICT'S
"GROW YOUR OWN" LEADERSHIP SUCCESSION PROGRAM
CLASS SCHEDULE 2007-2008

September 21, 2007

"Leadership Succession Program Vision" with Chancellor Harris, Alton Jelks, and Thuy Thi Nguyen

October 19, 2007

"History of Peralta and How I became a College President or Dean" with Dr. George Herring, and Dr. Elaine Chen-Ramirez

November 16, 2007

"Budget 101 - key stages of budgeting; community college budgeting jargon" with Vice Chancellor for Finance and Administration Thomas Smith, and Berkeley City College President Wise Allen

December 21, 2007

"Accreditation 101"

Panel: Acting Vice Chancellor for Ed Services Gary Yee
District Academic Senate President Joseph Bielanski
Incoming BCC President Betty Inclan

January 24, 2008

"Visit to Sacramento"

Community College League of Sacramento
California Legislature

February 8, 2008

"Exercise on Budget Cutting"

Presenter: Vice Chancellor for Finance and Administration Tom Smith

April 18, 2008

"Building a schedule – a practical drill" with Acting Vice Chancellor for Educational Services Wise Allen

May 23, 2008

Mentor / Mentorship Luncheon

June 20, 2008

"How to Facilitate Meetings" with Strategic Planning Consultant Paul Downs

July 18, 2008

"Public Administration, 101" with Special Assistant to the Chancellor Alton Jelks

September 19, 2008 (all-day workshop session)

See attached program agenda

September 19, 2008 (all-day workshop session)

Start	End	Topic	Speakers
8:00 a.m.	8:30 a.m.	Breakfast and Comments from the Chancellor	<i>Chancellor Elihu Harris</i> and <i>Wyman M. Fong, Elected Class President</i>
8:30 a.m.	9:45 a.m.	Panel of Human Resources Administrators Introductions, Personnel and open questions from the floor	<i>Tina Miller</i> , Human Resources Manager, Ohlone College <i>Linda Beam</i> , Executive Dean of Human Resources, College of Marin <i>Wyman M. Fong</i> , Director of Human Resources, PCCD
9:45	10:00	BREAK	
10 a.m.	11 a.m.	Union Panel Introductions, Unionism and Contract Compliance and open questions from the floor	<i>Debby Weintraub</i> , President, Peralta Federation of Teachers <i>Helena Lengel</i> , Service Employees International Union, SEIU Steward <i>Christine Williams</i> , International Union of Operating Engineers, Local 39 Laney Steward
11 a.m.	12 Noon	Building our Network; Sharing our experiences and helping one another.	Group Discussion <u>for the Class Only</u> : Moderators: <i>Terry Tricomi</i> and <i>David Betts</i>
12 Noon	12:45	Working Lunch - Reputation and Longevity	<i>Dr. George Herring</i> , President, College of Alameda and former Senior Vice Chancellor of Finance and Administration, District Office.
12:45	3:30	Handling Difficult Conversations as a Fundamental Leadership Skill	<i>Minh Le</i> , President and Co-Founder, The Wilford Jarvis Institute
3:30	3:45	Break	
3:45	5:00	Class Assessment and Recommendations for the new cohort	Class Participants and Alton Jelks, Associate Vice Chancellor/Special Assistant to the Chancellor

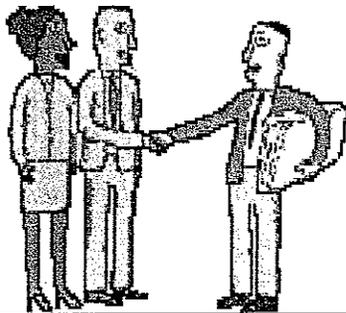
Attention Peralta Employees

Do you have, or know someone who has, the following characteristics?

- ✓ Demand and display excellence
- ✓ Earn and give trust and respect
- ✓ Transform visions into accomplishments
- ✓ Enable and empower colleagues to develop and express their highest capacities
- ✓ Able to build and use strong teams
- ✓ Enjoy solving problems
- ✓ Emotionally intelligent
- ✓ Believe Peralta and community colleges, in general, can positively transform students and communities and would like to part of such endeavor.

If so, then the Chancellor invites you to be in the first class of a Leadership Succession Program at Peralta.

What will a participant do?



- Attend monthly brown-bag discussions on various operations of community colleges.
- Go on trips to the State Chancellor's Office and the Community College League.
- Receive personalized leadership development coaching.

Email your nominations (or self-nomination) to Thuy Thi Nguyen at ttnguyen@peralta.edu by July 18, 2007



This voluntary, two-year program is open to all Regular, Full-time, Faculty, Classified, Confidential and Management employees. There is no monetary compensation, but employees will receive a certificate of completion. The first class will consist of 8-12 participants selected by the Chancellor. The first class will also help further develop the program for succeeding classes. Program will start August 2007. Peralta, like many similar organizations, is experiencing the first wave of massive retirements that is affecting all levels of leadership positions in the next 10 years: Chancellors, Vice Chancellors, Presidents, Vice Presidents, Deans, and Directors. Peralta launches this program with the goal of "growing our own" leaders.

Questions? Contact Thuy Thi Nguyen, General Counsel/District-wide Strategic Planning Manager at (510) 466-7240 / ttnguyen@peralta.edu.

Leadership Succession Program

Participants' Biographies

David Betts

David Betts currently serves as a Human Resources Analyst, and has been with the District for four years. He came to Peralta after serving as an Administrative Analyst in Human Resources at the UC Office of the President in downtown Oakland. Other positions he has held include Licensed Financial Advisor (American Express) and Marketing Coordinator. He also served for fifteen years in the United States Army in Military Intelligence as a Linguist after completing programs in Czech and Arabic at the Defense Language Institute Foreign Language Center in Monterey, California. He graduated from Excelsior College with a Bachelor's degree in Liberal Studies. He also serves on a number of Boards. David is pursuing a Masters in Public Administration at CSU East Bay. This Fall, he joined the Business Department at Laney College as an adjunct instructor

Robert Brem

Robert Brem teaches "politics" and Psychology at College of Alameda (and of public administration at California State University East Bay in the MPA program). His professional experience dates from 1980 and includes: teaching at multiple colleges and universities; program evaluation research and organizational management; public speaking and radio and television; clinical practice, supervision, and training.

Robert holds multiple degrees in politics and counseling with completed doctoral coursework in public administration from Arizona State University. He is a National Certified Counselor and Arizona Licensed Professional Counselor and holds a certificate in Non-Profit Management. He is a Futurist, political theorist, and organizational consultant.

Robert is a founding member of the "Nomad Philosophers" -- a subgroup of the Public Administration Theory Network and the American Society for Public Administration. As such, he is dedicated to the study of complex systems perspectives of modern socio-political problems, civic engagement, and community leadership and development. He is co-chair of Peralta Green Curriculum committee and is chair of Curriculum at COA.

Lilia Celhay

Lilia Celhay is currently the site manager at the Alameda One-Stop Career Center at the College of Alameda. She has over 10 years of experience in an academic environment both at Peralta and Cal State East Bay, working as an outreach coordinator, enrollment counselor, and as an ESL and Digital Bridge Academy instructor. Prior to working in higher education, Lilia worked as a project manager at Geoworks, a wireless technology company, where she designed and created websites and interfaces for cellular devices, and as an advertising manager for Age Wave Communications. She earned a B.A. in mass communications and a M.S. in educational technology from Cal State East Bay. She also holds two certificates in TESOL. Recently, she formed part of the first cohort of the Leadership Succession Program, a program designed to develop future leaders at Peralta.

Roxanne Epstein

Roxanne Epstein is a native of Oakland, and an Oakland public school graduate. She holds a B.A. in Psychology and Political Science from the University of California, Berkeley, and a J.D. from Golden Gate University. She entered Peralta holding the position of Assistant to the General Counsel, and now holds the position of Assistant to the Chancellor/Board Clerk. She serves on Peralta's District emergency response team, and has helped to develop the Master Calendar. Past jobs include working for U.C. Hastings College of the Law, and practicing law in a general practice. She is happily married with four kids and a fish tank.

Wyman Fong

Wyman M. Fong currently serves as Director of Human Resources for the Peralta Community College District. Mr. Fong graduated from California State East Bay with a degree in Ethnic Studies (African-American Studies emphasis) and minor in Sociology. He has also taken many leadership classes for certification.

Since the Leadership Succession Cohort Program, Wyman has further engaged himself in the educational/HR network:

- Elected by his colleagues as Chairperson of the Bay 10 California Community Colleges Chief Human Resources Officers Association (B10-ACHRO) for 2007/2008 and 2008/2009.
- Elected Board Member for the National Association of Asians and Pacific Americans in Higher Education (APAHE).

- Elected as Class President of Peralta's First Leadership Succession Program Cohort.
- Serve as Planning Committee member for Training and Development for the Statewide Association of Chief Human Resources Officers (ACHRO) for 2007 and 2008.
- Pursuit of MA in Asian American Studies at San Francisco State University.
- Continued to serve as a guest lecturer and mentor on a voluntary basis for various institutions and organizations.
- Plan to pursue Officer slate for the Statewide Association of Chief Human Resources Officers for next FY.

Maurice A. Jones

Maurice Jones is a Bay Area native. He was educated in the United States, Europe, Latin America, and North Africa, and he received both his undergraduate (Spanish and Latin American Studies) and graduate (Comparative Literature) degrees from U.C. Berkeley. Maurice is an accomplished linguist and translator; he speaks, reads, and writes Arabic, French, Italian, Portuguese, and Spanish. In 1997, Maurice joined the Peralta family as an adjunct instructor of English at the College of Alameda. In 1999, College of Alameda hired Maurice as a contract instructor and granted him tenure in 2003. In 2004, Maurice became the President of the Academic Senate, and he served in that office until 2005, when the Peralta Board of Trustees appointed him as the Dean of Division II at College of Alameda.

Ikhbold Odnamar

Born and raised in Mongolia, she received her bachelor's degree in accounting in 1995, and began her career in mining industry as a marketing specialist at Mongolian-Russian joint venture, Erdenet Mining Corporation. Ikhbold received an MBA from the University of Colorado at Denver in 2000. Following graduation, she worked as an operations accountant for two years at MarkWest Hydrocarbon Inc. in Denver, CO. Prior to joining Peralta as a Staff Services Specialist, Ikhbold served two years in the U.S. Army with 177th Finance Battalion in South Korea. Ikhbold is married and has three sons.

Tae-Soon Park

Tae-Soon has worked as a Math Instructor, Grant coordinator, and Administrator for more than 30 years, fourteen (14) of which have been at Merritt College. She obtained her Ph.D. in Mathematics from Oregon State University. She has worked at University

of Nevada at Reno, Cabrillo College, National Hispanic University, and De Anza College. Since 1995, she has been teaching Mathematics at Merritt College.

I obtained my Ph.D. from Oregon State University in Mathematics. I have worked at University of Nevada at Reno, Cabrillo College, National Hispanic University, and De Anza College.

And since 1995, I have been teaching Mathematics at Merritt College.

Some of her experiences are as follows:

- Was a High school Math teacher.
- Organized and participated in multiple Math and Science Convocations for pre-college students.
- Developed a Mathematics degree program to meet the needs of under prepared students under Federal grants.
- Taught all levels of Math courses at various Colleges/Universities.
- Was responsible for the monitoring and management of Federal grants.
- Performed duties in an Academic Affairs position (equivalent to Dean position) and Department Chair.
- Served both the District Academic Senate and the Merritt Faculty Senate as Treasurer, Vice President.
- Serve on the Merritt Faculty Senate.
- Served the Peralta Federation of Teachers (PFT) as Diversity Committee Chair.
- Serve as Vice President and Bookkeeper of PFT.
- Serve as the Tenure Facilitator at Merritt College.
- Serve on the Budget Committee, College Council, the Scholarship Committee, Council of Department Chairs and Program Directors as Vice Chair at Merritt College, and Group of Advising Faculty at the District office.
- Served on the District Budget Committee, Council on Instruction, Planning and Development, and Curriculum and Instructional Council at Merritt College.

Inger Stark

Inger Stark is a Bay Area native. She received her BA degree from UC Davis in 1996, her MA degree from UC Santa Cruz in 1999, and her PhD from UC Santa Cruz in 2008. Prior to working at Peralta, Inger taught part time at DeAnza College and Columbia Community College. Before pursuing a teaching career, Inger worked in the non-profit sector, most recently as the Executive Director of a Women's Crisis Support Center. Inger is currently an Instructor in Sociology at Laney College and co-chair of the Social Science Departmental Cluster. In addition, Inger is involved in a number of campus

and district projects and committees, among them are the Self Study, SPPAC, and the district's and college's BACs.

Terry Tricomi

Terry Tricomi spent eight years in Costa Rica managing a sports fishing resort; she worked as a legal secretary and law office manager for another eight years before coming to Peralta. She has a masters' degree in Public Administration from Cal State East Bay and a Master of Fine Arts degree from Mills College. She is the executive assistant to the president at Berkeley City College and teaches English 1B and critical thinking there. Recently, she has begun coursework in Argosy's Peralta doctoral cohort.

Leadership Succession Program

Participants' Comments On The Benefits Of The Program

Robert Brem

The Leadership succession program has given me a deeper insight into how the modern California community college system and Peralta in particular operate. It has given me more respect for the multiple realities of administrative and leadership challenges we all face.

Lilia Celhay

Last year, when I received the announcement for the Leadership Succession Program, I thought it was a serendipitous opportunity I could not pass. Having had an interest in professional growth, and developing my leadership skills, I thought the program would be an excellent learning experience. Shortly after, I began working on my letter of interest and then submitted my application packet with the hope of being accepted. When I found out I was chosen to be part of the first cohort, I felt honored and was very excited. I looked forward to being exposed to new ideas, learning from experienced administrators, meeting the cohort participants, and contributing to the goals and objectives of the program.

Being part of the Leadership Succession Program has given me a better understanding of the opportunities and challenges at Peralta, the complexity of the role of an administrator, and the necessary skills to lead effectively. It has also given me more appreciation of the herculean efforts that administrators put forth in completing projects and ensuring their areas operate efficiently. Another benefit was the mentorship component. For a long time, I had been interested in finding a mentor who would share his/her expertise in administration and Peralta, so I really appreciated the opportunity of being mentored by Dr. Wise Allen, someone whom I deeply admired and hope to emulate. The program also gave me a chance to meet and network with other Peraltans who were part of this cohort. The class sessions fostered collaboration, camaraderie and communication among its members. As a result of our participation in this program, we have formed a professional learning community, and we plan to continue meeting and sharing information after our graduation. The class presentations provided exposure to interesting topics, and they allowed me to learn more about

various subjects, including public administration, budget, human resources, communication skills, union issues, and effective leadership models.

One of the goals of the Leadership Succession Program was for its members to become "agents of institutional change." Although change can be a complex concept and difficult to implement, the experience I had in this program has inspired me to focus on the potential and the many possibilities to innovate in my area. This program would not have been possible without the leadership, commitment, planning and organizational skills of its creators. I would like to express my gratitude to Chancellor Harris, General Counsel Nguyen, Alton Jelks, Wyman Fong, the members of the first cohort, and all those who contributed to the development and implementation of the program. I can sincerely say that I benefited from being a student in the cohort and would recommend it to anyone who is interested in developing leadership skills. The only disappointment for me was that the year went too quickly.

Roxanne Epstein

I would like to thank the Chancellor and SMT for the unique experience to have an in-depth look into the workings of Peralta. Thank you to Alton and Thuy for their tireless efforts to schedule informative speakers and monthly programs, and to class President Wyman for scheduling the all-day workshop. I am thankful to the Leadership Succession class members for sharing their unique perspectives and experiences which help me in my work, and I am grateful for the close working relationships we have formed. I am grateful to my mentor, Dr. Webb, for her constant support and advice. Thank you to all of our fabulous speakers who put so much time and thought into their presentations, and each of whom are wonderful leaders and role models. I am proud to work for Peralta, delegated with the vital cause to help to educate our community, and the program has made me more committed to Peralta's mission. During the program, I met my professional goal of assuming a management position at Peralta. The program has helped me to see both the big picture of how Peralta works, as well as the fine details in Peralta's operations. I will continue to use the invaluable information and tips from the program throughout my career at Peralta, and I hope to build upon the professional relationships we have formed.

Wyman Fong

I am truly honored to have been selected to be a participant of this innovative program. The program has enforced and detailed the concepts and requirements of day-to-day management to the ingredients of being a leader. Of critical importance, the program provided affirmation towards the importance of "growing from within."

The 1st Cohort is an extraordinary group of talent to be fully unleashed and I am very proud to be a part of this group. Lastly, I am thankful to the individuals who have taken time to organize this endeavor and those who took time from their busy schedules to participate and contribute in the development of others.

Tae-Soon Park

I would like to take this opportunity to thank you for giving me a chance to participate in the Leadership Succession program.

I wish that the program could have lasted longer so I could spend more time with my mentor. I feel that this is the beginning of networking among ourselves and hope that it continues in the future.

I will continue to learn how to handle hard decisions that affect all of us and strive to bring positive outcomes from any given situation.

The field trip to Sacramento was very useful to me. It was my first time being inside of the State Capital building and meeting with legislators.

Also, I would like to thank the Chancellor for giving us chances to attend the Managers' College.

I enjoyed the College/District Service Centers group meeting to identify and integrate objectives for performance and better communications.

Terry Tricomi

As to the leadership succession program, it has helped me to know a variety of people in the organization and to understand the functions of the district office in more depth.

Teresa Williams

The Peralta Community College District's Leadership Academy has helped me understand the political and bureaucratic structure of the Peralta Community College District. I *now* understand why institutional change does not happen quickly but gradually. I've learned that a bureaucratic leader, through patience and guidance, *solicits the support* of people within the bureaucracy to do their jobs in efficient ways that benefit the whole bureaucracy. I've learned that this solicitation requires a multitude of *political tactics* to achieve these goals. I have learned that the *primary goal* of our bureaucracy is to collect, disseminate, and process data to send to another bureaucracy to obtain funds to run our bureaucracy. I understand that by completing the bureaucratic goals of the district and college administration, instructors and staff are

inundated with requests for data and these requests can overwhelm them and steer them away from their primary goal, which is the education of students.

As a future leader, the leadership academy has given me the courage to question the function, efficiency, and structure of our educational bureaucracy. As a result of my positive experiences in the Leadership Academy, this Fall I entered the Doctor of Education in Educational Leadership program at San Francisco State University. My dissertation topic will focus on institution and bureaucratic change within the Peralta Community College District.