

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

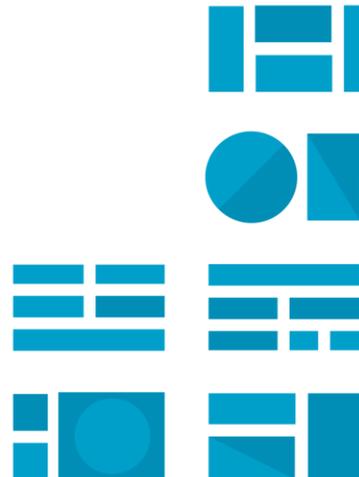
- New external direction
- Changes on the horizon
- ACCT assisted with search
- Search committee of 16- board members, community members and staff
- Listening sessions for position- internal and external
- 16 competencies required of new President- 14 related to change



Implementing Change: The Necessary Components

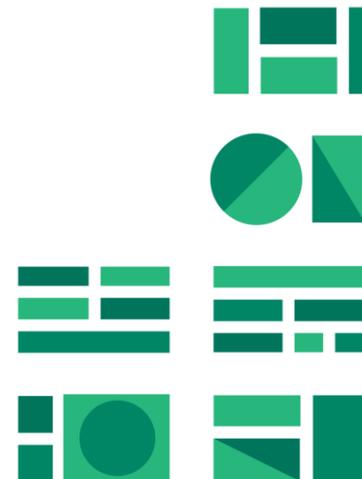
Navigating the waves and setting a new course

- 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)

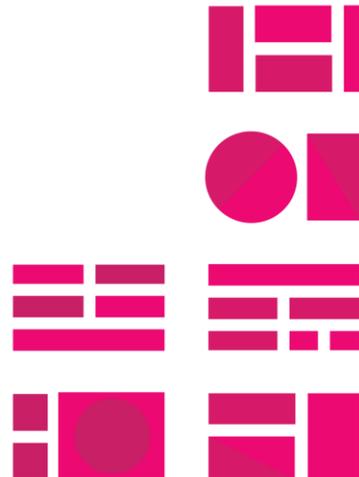
- Hold people accountable to expectations
- Make necessary changes- off the bus or different seats on the bus
- Accept conflict
- Listen to the resistance, compromise
- Build on partnerships
- Celebrate



Role of the Board in the Change Process

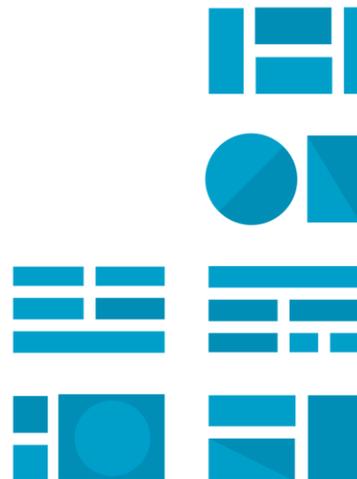
Providing guidance through the storm

- 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



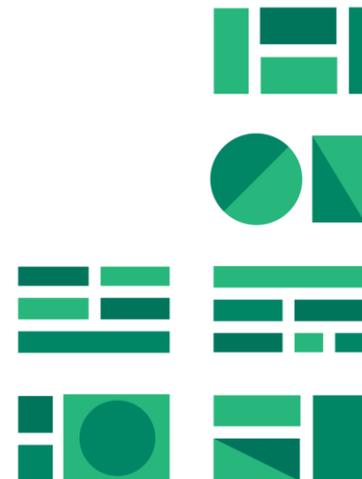
Major Outcomes from Changes



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?

