

From: Jason Wood
Sent: Saturday, November 21, 2020 10:18 AM
To: Jordyn Poad; Kelsey Wagner; Kyle Bennett; Matt Schneider; Pauline Wetter; Brenda Schwarzmann; Carol Soden; Christena Bowers; Giulio Reyes; Heather Swatek; Katie Snitker; Louise Bradley; Matthew Cram; Melissa Klinkhammer; Natalie Long; Pete Esser; Danielle Seippel; Heather Day; Jennifer Taylor; Marnie Easler; Sherri Seitz; Tina Leis; Kyle Bennett; Brianna Williamson; Kaye Woodke; Heather Fifrick; Robin Hamel; Stephanie Brown; Karen Forseth; CoraBeth Schmitz; Sara Bahl; Margaret Chubb; Stephanie A. Bernhardt
Cc: execteam-list
Subject: RE: Chief Student Services Officer

Hi All,

Thank you to the many people who have reached out with ideas and interest. We have learned a lot and will incorporate the feedback into the process. Based on the initial feedback, I think it is important to share a few key points:

1. First of all, one reason we are doing an internal search, instead of an external posting, and related re-org is to help avoid layoffs. A few people have mentioned concerns and any rumors indicating this process is part of potential job reductions are wholly inaccurate. We are watching state funding trends, striving to increase enrollments, and managing the budget with care in order to preserve jobs if we possibly can. The student services personnel decisions are primarily related to redistributing duties and responsibilities. There are not currently conversations about possible budget shortfalls affecting our plans.
2. Based on the feedback so far, we have made a few adjustments to the search process:
 - a. A few people asked if they could confidentially nominate someone to be considered. Yes, we will provide that option and stay tuned for details.
 - b. Because there will inevitably be some re-organization after a person is selected, we will also develop an opportunity for people to apply to be considered for related expanded roles but not necessarily the Chief Student Services position. This could be current supervisors who are seeking growth opportunities or it could be a way for someone to assume leadership responsibilities as a new manager. We are open to the possibilities and, because it is likely part of the decision process anyway, we appreciate the recommendation to also plan for input from those interested. This will most likely be a simultaneous process and more details will be determined and shared soon.
3. Please let me clarify how this unfolded so quickly in the last week. Last spring we were planning to do a search for the Chief Student Services Officer when COVID hit. Katie Garrity agreed to continue as the interim CSSO for several reasons. Katie and I had our conversation regarding her current responsibilities mentioned below on Monday of this week. We mutually decided the timing for this process, I announced it the next day at the College Forums, and the Exec Team met on Wednesday to identify a process for inclusion and involvement of others. There has not been a decision on who the next Chief Student Services Officer will be and nor is there a plan for specific re-org options. We look forward to the process yielding additional information to inform a better decision.

Again, thank you to the several people who have already reached out with additional thoughts and input. As you can see we have considered the ideas and already incorporated some of it into the process. The next update will likely be after the holiday break which I hope you are all able to enjoy with your family and loved ones.

Thanks,

Jason

P.S. Since it's a Saturday, and my family told me to stop telling Thanksgiving jokes but I couldn't stop cold turkey, so I'll share my dad-joke of the day: Why was the turkey asked to join the band? He could bring his own drumsticks!

From: Jason Wood

Sent: Wednesday, November 18, 2020 11:18 PM

To: Jordyn Poad <jpoad@swtc.edu>; Kelsey Wagner <kwagner@swtc.edu>; Kyle Bennett <kbennett@swtc.edu>; Matt Schneider <mschneider@swtc.edu>; Pauline Wetter <pwetter@swtc.edu>; Brenda Schwarzmans <bschwarzmans@swtc.edu>; Carol Soden <csoden@swtc.edu>; Christena Bowers <cbowers@swtc.edu>; Giulio Reyes <greyes@swtc.edu>; Heather Swatek <hswatek@swtc.edu>; Katie Snitker <ksnitker@swtc.edu>; Louise Bradley <lbradley@swtc.edu>; Matthew Cram <mcram@swtc.edu>; Melissa Klinkhammer <mklinkhammer@swtc.edu>; Natalie Long <nlong@swtc.edu>; Pete Esser <pesser@swtc.edu>; Danielle Seippel <dseippel@swtc.edu>; Heather Day <hday@swtc.edu>; Jennifer Taylor <jrtaylor@swtc.edu>; Marnie Easler <measler@swtc.edu>; Sherri Seitz <sseitz@swtc.edu>; Tina Leis <tleis@swtc.edu>; Kyle Bennett <kbennett@swtc.edu>; Brianna Williamson <bwilliamson@swtc.edu>; Kaye Woodke <kwoodke@swtc.edu>; Heather Fifrick <hfifrick@swtc.edu>; Robin Hamel <rhamel@swtc.edu>; Stephanie Brown <sbrown@swtc.edu>; Karen Forseth <kforseth@swtc.edu>; CoraBeth Schmitz <cschmitz@swtc.edu>; Sara Bahl <sbahl@swtc.edu>; Margaret Chubb <mchubb@swtc.edu>; Stephanie A. Bernhardt <sabernhardt@swtc.edu>

Cc: execteam-list <execteam-list@swtc.edu>

Subject: Chief Student Services Officer

Importance: High

Hi Folks,

First of all, I sure wish we could meet together in the same room...I would really like that on many levels. Second, my apologies if I have omitted people on this email. Please feel free to share.

Please know we are excited for the opportunity to invest in a new model of leadership in student services. As you may have heard in the College Forum, we hope to complete the process before the end of December. It is no longer feasible to ask Katie Garrity to continue responsibilities for the Chief Academic Officer, Student Services, and preparing to help with accreditation leadership duties. I am deeply grateful for her year and half of service. A few key items to note:

1. I would like to hear from you soon regarding your hopes, ideas, questions, suggestions, etc. Here are a few ways dialog can occur:
 - a. Karen Campbell and Cynde Larsen are working on a schedule for a larger group zoom discussion about the leadership opportunity.
 - b. I am available for one-on-one zoom discussions if you have sensitive topics or personal inquiries regarding the potential outcomes. Simply let me know by email, text, or a phone call...608-379-0536 and we'll find time. Alternatively, you can contact Krista Weber or Caleb White for the same reasons.
 - c. We will have "Student Services Leadership" as an agenda item on the Listening Session 12/7 for a broader college audience. Please feel free to participate in the dialog on that day if possible.
 - d. I am available to attend your smaller team meetings to listen and answer questions as needed. Simply let me know when you are meeting.
 - e. In the meantime, please feel free to send me your thoughts and ideas by email.
2. The position description will be updated and you can let me know if you have thoughts. Draft attached. We anticipate the specific duties and responsibilities to be adapted and configured depending on the person selected.
 - a. Caleb has agreed to chair the "search" committee, which will be internal only, and this group will conduct an interview process to prioritize candidates. Please let Caleb know

if you are interested in serving on this committee remembering that internal searches are never easy.

b. Krista has agreed to serve as chair of a smaller group of people who will finalize a decision based on the recommendations of the search committee. (Normally this is something I do alone for all searches but in this case we are exploring the opportunity to be more inclusive.) We are still working through how to make this happen.

3. Because of the internal nature of this search and our current uncertain financial future, we will proceed through the process with a higher than usual amount of flexibility. If we create a position description without being willing to be flexible, we essentially pre-select who will get the job and limit the possibilities. We anticipate adapting the job duties and responsibilities based on the person selected which will require some additional reorganization. For example, there are some areas which traditionally report to a Chief Student Services Officer but are currently in other departments of the college. And, conversely, there may be responsibilities that could be realigned to work more closely with other teams. This concept has worked well as we have distributed academic programs outside of formal academic divisions. In other words, we will harness the power of internal networking rather than emphasize traditional hierarchical models. Thank you for your patience, understanding, and input into this important decision.

I believe in the good people we already have at the college. A lot. We have the ability to create a process and structure and be supportive of the person selected and the other people who are impacted by the decisions. There will undoubtedly be a variety of diverse opinions on all facets of the process and decision. Let's embrace the opportunity to select a peer for a new leadership role and demonstrate our value of integrity at the highest levels.

Thanks,

Jason