MENTORING FROM THE TOP:
STORIES OF SUCCESS & LESSONS LEARNED

PANEL DISCUSSION

Wednesday, March 16, 2011
8:00 – 9:00 AM
Session 257
Outline for this session

Ron Urban, Registrar
Whitman College
*Leadership & Mentoring Theories*

Rosemary Spetka, Registrar
Mohawk Valley Community College, Utica branch
*The SUNY Registrar’s Association – building future leaders & other stories*

Judy Tatum, Senior Director, Undergraduate Admissions & Orientation
Wayne State University
*The 5 Minute Mentor*

Janet Ward, Associate Vice President
Seattle Pacific University
*Lessons Learned*
Leadership & Mentoring Theories

Ron Urban, Registrar
Whitman College
Leadership Styles: I
FW. Taylor, H. Fayol, M. Weber

**Authoritarian** (task-oriented)

Production focused, Rules-Centered

Centralized Decision Making

Close Supervision, Punitive, Rigid
Leadership Styles: II

Supportive (socio-emotional)

- Consideration for Subordinates
- Collaborative Decision Making
- General Supervision
Conditions Favoring Authoritarian Leadership Style*

Decisions are predictable and unvaried

Rules clearly and effectively define actions of all participants

Subordinates express preference for structure
Conditions Favoring Supportive Leadership Style*

Decisions require personal and organizational flexibility

Changing circumstances render strict rule adherence problematic

Subordinates demonstrate sophistication (professionalism)

Registrar’s Office Environment

Combination of clearly defined, as well as emergent tasks

Changing technology, curricular philosophy, student characteristics

Staff all have college degrees and express a professional orientation
My Approach

Encourage staff “agency”

Delegate staff to serve as your proxy at certain meetings

Suggest that staff member buy lunch for “difficult” members of other office (“work it out”)

Advocate for staff (equipment, salaries, professional meetings)

Establish well-defined guidelines for important, but routine tasks
Rosemary Spetka, Registrar
Mohawk Valley Community College, Utica branch
How do we operate?

New York State mandates

SUNY Administration mandates

Student Implementation Campus Administrative Systems (SICAS) – funded in part by SUNY and by the member institutions

Most colleges and universities in SUNY use SunGard Banner, but there are a few exceptions
Mohawk Valley Community College

Located in Utica, NY - population 60,600

The first NYS Community College (1946)

Utica and Rome campuses

Medium size 7,151 students

Suburban

Two-Year Public Institution

Funding from 3 sources:
   New York State, Oneida County & Tuition

Offers two-year degrees & certificates
Grading system
FERPA
Transcripts
Registrar’s functions
Staff needs
Veterans responsibilities
General Education requirements
On-line attendance
Enrollment verifications
Standards of academic progress
Printing diplomas
Imaging systems
Adding new technologies: software vendors
SUNY Institutional Research Information System (SIRIS) Reports:

Current Data Submission (DS) Reports:
- Course Data Submission (CDS)
- Early Student DS
- End of Term DS
- Section DS
- Student Revenue DS
- Transfer Student DS
- Financial Aid DS
- Degree DS

Future: Faculty Load DS, SUNY Employees DS, Space DS

SUNY General Education Requirements

SUNY Transcript Addendum (GETA)

Transfer Course Inventory

Cross-Registrations within SUNY
MY MENTORS

Susan Stanton
Westchester Community College, Region IV

Lourdes Silva
SUNY Oswego, Region II

Diane Palen
SUNY IT, Region II (2010)

Janet Barrett,
FIT (ret. 2002), Region IV
Qualities of my Mentors

- Encouraged and built trust
- Inspired confidence and respect
- Instructed, educated and guided
- Ability to listen and provided feedback
- Interested in my work experience and goals
- Answered questions and were genuinely interested in my needs, problems and/or concerns
- Helped assess institutional decisions and their impact
- Open to learning from me
- Helped develop capabilities and make good decisions
- Made a concerted effort to communicate with me
STRATEGIES TO INTRODUCE
A Degree Audit System

1. Meet with Vice-President of Instruction
2. Meet with the Director of Advisement and IT
3. Meet with the Deans and Department Chairs
4. Do a campus presentation
5. Talk directly with selected faculty
6. Attend meetings to reinforce the need for a Degree Audit system
7. Evaluate the Pros and Cons of a Degree Audit System
8. Evaluate the Pros and Cons of alternative solutions
9. Evaluate final decision
Example: Degree Audit System

SUNYRA Conference - Degree Audit System

Registrars’ Survey

Conference calls with other SUNY Colleges

College visits

Presentation to campus

Office discussions

Committee meetings

Institutional decision
SUNYRA Mentee

- Learn quickly
- Listen and be open to discussion and suggestions
- Show initiative
- Actively participate in SUNYRA
- Follow through on suggestions
- Contribute to the discussions
- Ask a lot of questions
- Set goals
- Assess decision making
- Learn from mistakes
- Stay connected with mentors
- Build connections with mentors and SUNYRA
Where is MVCC in terms of a Degree Audit System?

A new President Dr. Randall VanWagoner

A new Mission

A new re-energized sense of community

A new goal for the Office of Records and Registration to make Degree Audit and Advisement a more positive experience to students and advisors

A new priority to implement a Degree Audit system

A new initiative: Implement DegreeWorks at MVCC in 2011
How can I help if I am a new member in SUNYRA?

- Attend the SUNYRA Conferences twice per year
- Support members new to the profession or new to the SUNY System
- Explain to the new members how SUNYRA has helped you
- By making new members feel welcome
- Share expertise and experience with the other members
- Complete the SUNYRA Surveys
- Ask questions using the SUNY Listserv
- Share how things are done at your own campus
- Contribute to set Best Practices
- Maintain personal contacts with at least one member of SUNYRA
SUNYRA Active Members

Attend SUNYRA Conferences

Participate in the SUNYRA Listserv, which is maintained by the members

Participate in the Surveys – Best Practices

Share expertise and experience

Establish and maintain contacts with SUNYRA members

*Participation in SUNYRA is voluntary*
What can SUNRA do for me?

**SUNYRA creates**

- Training opportunities through workshops and conferences
- An environment to share problems without fear of criticism
- A forum to share solutions, strategies or how to approach a problem
- A forum to communicate with the SUNY Provost and the administration
- A sounding board for new ideas or discussion
- An opportunity to be a mentor to a new Registrar
- An opportunity to commiserate with other professionals with whom you share a common language, a problem, a frustration or an accomplishment
- A great group of colleagues with whom to share a lunch or dinner
- An opportunity to make life friends

*As a united organization and as group, SUNYRA is able to influence how SUNY Administration implements new policies or changes policies that affect the Registrar’s work and my institution*
Why not be a SUNYRA member?

We work hard
We support each other to get the job done and at the end of the day we certainly know how to have a good time!
The Five Minute Mentor

**Judy Tatum**, Senior Director, Undergraduate Admissions & Orientation
Wayne State University
Mentoring: some approaches

- Modeling behavior and work habits
- Encouraging professional growth
- Building new skills
- Recognizing new opportunities
- Sharing leadership in the organization
Core Values for Our Work

- Inclusive in our thinking
- Collaborative in our decision making
- Diversity of perspectives
- Focus on outcomes that will make a difference
- Ensure what we do provides quality and benefits our students
Building a Team

- Provide a sense of ownership
- Generate pride in work
- Create excitement about possibilities
- Expand sense of opportunities
- Find talent and develop it
Mentoring: the benefits

- More ideas
- Increased participation in decision making
- Commitment to process and outcomes
- Excitement about the future
- Increased job satisfaction
- Greater creativity on the team
Mentoring: why it matters

- Participating in building a team
- Retaining talented employees
- Increasing satisfaction with work
- People support what they help to create
Lessons Learned

Janet Ward, Associate Vice President
Seattle Pacific University
Lesson #1

Define what it means for you to be successful in life

Begin with the end in mind

Character – your words & actions

Career path – gifts, interests & dues to be paid

Anticipating your boss

Guiding your staff
Lesson #2

View problems as challenges --- teachable moments

Your attitude sets the stage -- be “Response – able”

Just in time – teachable moments

- Focus on immediate action
- Follow up with permanent solution
- Verify – permanent solution in place or further corrective action
- Document recommendations / decisions
Lesson #3
Change is inevitable -- become skilled at adapting

Create a climate for change

First be willing to make personal changes before asking others to change

Show how change will benefit others

Solicit support of other campus influencers

Give people a voice in & ownership of the change
Lesson #4
Conflict is unavoidable – be courageous & act

Seek “win-win” solutions

Do it privately, not publicly
Do it as soon as possible
Speak to one issue at a time
Deal only with actions the person can change
Avoid sarcasm
Lesson #5
The art of getting things done – organizational politics

Know where your boss stands on key issues

Increase your tolerance for ambiguity
Remember understanding does not mean agreement

Healthy organizations:
- Operate transparently
- Find shared goals & remain open to exploring new ideas
- Take the larger and longer view
- Deal with people face-to-face
Wrap up

- Know your preferred leadership style
- Clearly defined roles & the art of delegation
- Qualities of a mentor
- SUNYRA mentee
- Knowing your core values & team building
- Mentoring benefits others & organization
- Use challenges as teachable moments
- The art of getting things done
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Panelists:

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