Carl Haynes, TC3 President
Activator * Responsibility * Connectedness * Arranger * Harmony

Randall Van Wagoner, MVCC President
Achiever * Strategic * Arranger * Maximizer * Ideation

Khaki Wunderlich, TC3 Dean of Organizational Success and Learning
Maximizer * Strategic * Input * Ideation * Arranger

James Maio, MVCC Interim Asst. Dean for Student Support, Director Career & Transfer Services
Individualization * Learner * Arranger * Analytical * Connectedness

- ~4,000 FTEs
- Approximately 270 FT employees including 66 FT faculty
- College in its 44th year
- I am completing my 43rd year of service to the College and my 18th year as President

your **expectations**
the **conversations** you choose
the **language** you use
↓
continuously create new **images**
↓
that create new **actions**
(both negative and positive)
and the **reality** that you "know"

What would happen if we believed that **ALL** students and staff enter our colleges with **ALL** the talents they need to succeed?

And we developed an environment where they **ALL** have the opportunity to do what they do best everyday?

Strengths-based culture

- Recognizes and values the application of differing talents and strengths to achieve individual, collective and organizational excellence
- Nurtures the active identification, development and application of individual, collective and organizational strengths
- Is willing and committed to creation of policies and practices that encourage the expression, respect, and inclusion of differing strengths to achieve individual, collective and organizational excellence

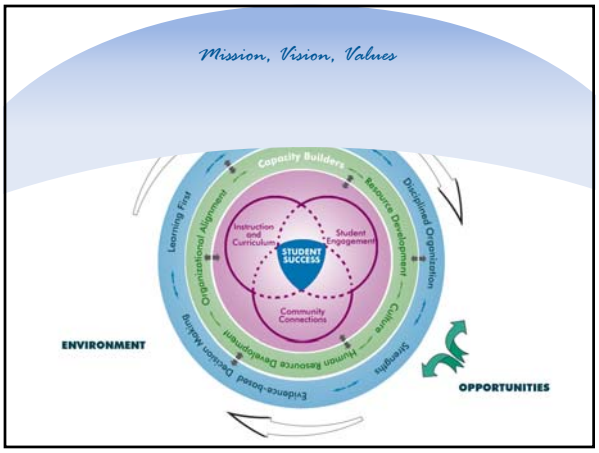
TC3 Our Vision

To see strengths and unique potential in every person. To inspire people to make the courageous choice to learn, grow, and serve.

TC3 Our Values

Excellence: Exceptional teaching, programs, and service are critical to our success. We believe that excellence must be built on a foundation of integrity, honesty, and academic freedom. *We achieve it by focusing on strengths, learning from experiences, and assessing our work.*

Diversity: Diversity enriches our learning. *We embrace diversity in all of its contexts, including strengths, perspectives, and people.* We seek to increase our capacity to understand issues of difference, power, and privilege and to constructively resolve conflict.



Tools as accelerators

Tools, by themselves, do not change or develop cultures - living a core philosophy does. Tools are potential energizers for the philosophy.

- StrengthsQuest
- Appreciative Inquiry
- Good to Great (Jim Collins)

To build a sustainable culture or program, philosophies and tools must be intentionally integrated into existing and developing structures, policies, procedures, and programs.

Goals for our StrengthsQuest™ programming

- Understanding our individual strengths and applying them to achieve excellence in our individual roles
- Developing conscious appreciation for the strengths of others and how they help them achieve excellence
- Recognizing how our strengths work together so we can leverage them to achieve collective excellence and constructively address conflict

SQ Coordinators

- 3-credit faculty release positions
- Facilitate SQ workshops
- Train faculty, staff and students to facilitate sessions
- Consult with faculty and staff to integrate SQ into academic and student life curricula

Student programming

Realize. Develop. Apply. Succeed.

- Introduction to philosophy and college's commitment begins with marketing material and continues in Pre-enrollment orientation.
- Inventory and foundation programming begins at pre-semester new student orientation programs
- Open workshop sessions throughout the semester
  - Spotlights
  - "themed" workshops – academics, leadership, career, relationships
- Programmatic infusion in Nursing, Hotel Restaurant Management, Communications and Media Arts, New Media, and Early Childhood academic programs

Creating moments that matter

- Freshman seminar, developmental writing, reading and math and program courses
- Residence Life
- Advising
- Academic support services including tutor training
- Career exploration and job search skills
- Conflict resolution

- Leadership development
- Diversity training
- Definitions and "Genius" statements for Themes in Student Planner
- Interaction with staff and faculty, including president
- Student results are uploaded into our student data system and are available to students through their myTC3 account and to advisors and faculty.

Walkin' our Talk . . .

Staff programming

- New staff orientation includes introduction to the philosophy and opportunity to complete the inventory as soon as new staff join the campus team.
- Engagement with strengths development and application in staff, team and organizational development programming
- Use of strengths-based conversation as the contractual basis for annual administrator performance evaluations

- New faculty advisement training
- College Teaching Center programs
- Department and work group development and planning
- Team and leadership development
- Annual Dialogue on Learning regional conference
- HR conflict resolution

TC3 Executive Council

	Executing									Influencing								Relationship Building									Strategic Thinking								
	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	WOO	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic
President		x						x		x									x			x												
Provost/VP	x													x																x			x	x
VP		x												x					x											x	x			
Dean	x													x					x							x							x	
Dean		x												x					x														x	x
Dean		x					x							x		x															x			
Dean		x												x																x	x			x
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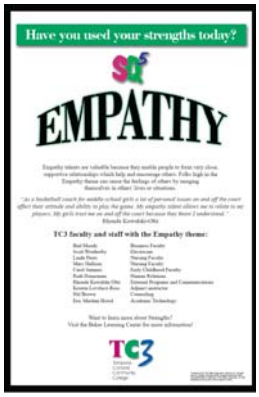
Dean	x						x							x			x									x								

Keeping the language visible

Email signatures



Student Top 10, n=4,679	St		F/S
1 Adaptability	38%	vs	14%
2 Empathy	25%	vs	22%
3 Strategic	23%	vs	29%
4 Includer	23%	vs	6%
5 Restorative	22%	vs	9%
6 Responsibility	21%	vs	20%
7 Relator	21%	vs	15%
8 Harmony	20%	vs	13%
9 Communication	19%	vs	13%
10 Positivity	19%	vs	11%
Competition	16%	vs	1%

Staff/faculty, n=87	F/S		St
1 Input	48%	vs	17%
2 Learner	47%	vs	14%
3 Strategic	29%	vs	23%
4 Achiever	28%	vs	18%
4 Connectedness	28%	vs	7%
6 Empathy	22%	vs	25%
7 Woo	21%	vs	16%
8 Maximizer	20%	vs	10%
8 Responsibility	20%	vs	21%
10 Ideation	15%	vs	15%

About MVCC

- 2-year public institution
  - 2 campuses
- 7200 HDCT/5800FTE (Fall 2011)

- 430 full time staff and faculty
- 70 degree and certificate programs

How our Journey began

- Philosophical Drivers
  - Students First
  - Mindset of Abundance
  - Leveraged Collaboration

Core Beliefs

- We believe that every student comes to us with the abilities to succeed
- That it is our role to help our students realize these abilities and provide the inspiration to persist

Cultural Adoption

- Grass-roots type of growth
- "Tipping Point" conceptual guide
- President's Cabinet
- Executive Search Process
- Board of Trustees

Staff Development

- New Employee Orientation
- New Faculty Institute
- Six Calendar Development events

Initial Adopters

- Human Services Faculty
- Academic Leadership
- Student Affairs

First Student Programs

- Revised Student Intake
- Human Services courses
- Learning Communities
- Academic Intervention

- All degree seeking students will take the StrengthsFinder
- Integrate Strengths concepts into the evaluation and hiring processes
- Strengths-based discussion is reinforced and supported through Staff Development and Enrichment program

Next Steps in our Journey

- Helping all full time faculty and staff achieve a fluency and understanding of the Strengths-based principles
- Achieving Critical Mass of full time faculty and staff to support initiative
- Strengths become a cultural building block of our institution

Next Steps in our Journey

Lessons Learned

- Know your current culture and how change happens (intentional and unintentional). Culture can be fragile in this world of inevitable and unpredictable change and external forces. Be intentional in monitoring your environment and continually nurturing individuals and the environment to create/maintain your preferred culture.
- Integrate the philosophy and tools into what you are already doing well.

- Be kind to yourself. This is not a short journey and it won't happen in a straight line, but it will be a worthwhile journey.

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