2018 IMPACT REPORT

Emerging Leaders PROGRAM

Prepared for the Eustace-Kwan Family Foundation
The Eustace-Kwan Family Foundation’s generous grant enabled us to pilot three of several cohort groups of the San Francisco State University Emerging Leaders Program. The Emerging Leaders Program provides opportunities for SF State to foster campus leadership of the future. Recruitment and retention of talent is a challenge across higher education, but is particularly so in San Francisco due to the high cost of living. Investing in leadership not only mitigates recruitment expenses, but also provides campus stability and a fulfilling career path for employees across multiple disciplines. Program visibility and networking, in conjunction with project management immersion, enhances the efficient and effectiveness of future problem solving.

This report presents results from the 3rd Emerging Leaders Cohort, which consisted of 20 staff and faculty with 4 graduate students as Scrum Masters who accepted the invitation from the President’s Cabinet and completed the 12-month program. The program consisted of six monthly half-day class sessions, during which participants learned the six roles of a leader according to the San Francisco State Leadership Model (See figure 1). Ann Sherman, Sr. Associate Vice President of Human Resources, led the classes. At the conclusion of the formal instruction, participants were assigned to one of four group projects. Over the next several months, the groups pursued tangible outcomes under the direction of Nancy Ganner, Project Manager (and also graduate of the Emerging Leaders’ 2nd Cohort), with four project graduate student management associates: Sandeep Cherukuri, Riley Johnson, Rupinder Kaur, and Michelle Widjaja.
The overall success of the Emerging Leaders Program is measured using Kirkpatrick’s Four-Level Training Evaluation Model.

**Level 1: Reaction**
100% of the participants felt equipped to step into a leadership role as a result of the Emerging Leaders Program.

**Level 2: Learning**
93% of the participants experienced a positive learning experience from one or more sessions offered by the Emerging Leaders Program.

**Level 3: Behavior**
93% of the participants have implemented process improvements in their respective fields post Emerging Leaders Program participation.

**Level 4: Results**
100% of the participants felt that the ELP has impacted one of the three key performance indicators in a very efficient way.

The following metrics are representative of the 3rd Cohort Emerging Leaders Program participants who completed the pre- and post-class evaluation.

**Most Valuable Parts of the Program:**
- The conversations with colleagues across campus.
- Interdisciplinary knowledge sharing.
- Learning how to effectively assign tasks to others, individualized feedback.

**Most Impactful Sessions:**
- Managing talent
- Inspiring performance
- Building a team

**Success Metrics**

- 93% of the participants have implemented process improvements in their respective fields post Emerging Leaders Program participation.
- 93% of the participants experienced a positive learning experience from one or more sessions offered by the Emerging Leaders Program.
- 100% of the participants felt equipped to step into a leadership role as a result of the Emerging Leaders Program.
- 93% of the participants have assessed strengths and weaknesses for my direct reports, department teams, project teams, or other teams.
- 100% of the participants felt that the ELP has impacted one of the three key performance indicators in a very efficient way.

“I use SMART (Specific, Measurable, Action-Oriented, Realistic, and time-Bound) goals for myself, my direct reports, department teams, project teams, or other teams.”

“I have implemented process improvement(s) or change(s) in my job, department, with my direct reports, or with other teams at SF State.”

“I assess strengths and weaknesses for my direct reports, department teams, project teams, or other groups.”

“I effectively delegate work, and I am comfortable stepping back and allowing my direct reports or team(s) to step in, collaborate, and lead.”

“I am an influential manager and I influence my direct reports, colleagues and peers, my manager, or leaders across SF State.”
After the completion of the class sessions, the participants were assigned to advance one of the following four projects:

All four projects focus on innovation, enhancement, and improving processes and incorporated one or more of the five core University values:

These projects are a catalyst for creating a campus culture whereby faculty, staff and students are both valued and respected. The gears (Figure 2) represent the incorporation of the four projects with the University’s core values and how they all work together to aim to open doors, break down barriers, create paths to connect the campus community, and provide ladders of opportunities for students, faculty and staff for a more accessible environment. When all of these five core University values are connected, the campus community benefits immensely.
By improving the relationship between CEL and its campus partners, whether administrative or instructional, it will be possible to advance a mutual goal of providing access to a large population of students who would not otherwise be able to take advantage of SF State’s programming. This project aims to enhance CEL’s impact by eliminating barriers to success that exist internal to the University.

The College of Extended Learning (CEL) is fundamentally different from the other six SF State colleges and is physically disconnected. This project will educate campus partners at all levels about CEL students, mission, and funding structure to increase enrollments, raise visibility, and foster new program development.

SUCCESS INDICATORS

Deliverables:

- "CEL 101" fact sheet for distribution to advisors, faculty, and staff.
- A short article about CEL in CampusMemo once a month for one year.
- A student profile in the SF State Magazine
- CEL communications plan with campus partners, to be managed at CEL by Julie Briden.

Return on Investment to the Campus Community:

- University staff and faculty will have a better understanding of CEL programming and will be able to convey accurate information to students resulting in increased student enrollment at CEL.
- Improved communication between the colleges to enhance teamwork toward shared goals, development of new programs, and transparency regarding operations and use of revenues from CEL programs.
The Gator Compass Project Team has partnered with Capital Plan, Design and Construction (CPDC) and Strategic Marketing and Communication to propose an Augmented Reality (AR)/Virtual Reality (VR) phone application for wayfinding on campus. The AR/VR application will provide visitors, prospective students, students, faculty, staff, and donors with directions and an immersive experience when walking the campus, allowing them to hold up a phone and the screen will provide directions to buildings and departments, information on programs, events, famous alumni, historical facts and the campus future.

SUCCESS INDICATORS

Deliverables:
The Gator Compass VR/AR application is designed with an integration of both AR and VR features. The Augmented Reality feature will allow various stakeholders easy access to program, historical, and alumni information with the flip of a smartphone. The Virtual Reality feature will provide a rather immersive virtual tour of the campus.

Return on Investment to the Campus Community:
The Gator Compass application is designed by placing utmost importance on providing an enhancing student experience. The application majorly targets prospective students, if implemented in right sense we anticipate a 0.25% conversion rate which in-turn provides the University with increased enrollments.
To create a strong, mutually supportive community for students, staff, and faculty by investing in a virtual platform to strengthen community-building and increase engagement. The project team collaborated with University Communications to create an aggregated directory of social media accounts for all of the Colleges and non-academic departments. The team conducted research and developed a page in a centralized location on the Communications webpage of the University website for social media guidelines of the following SF State social platforms: Facebook, Twitter, Instagram, Snapchat, and LinkedIn.

SUCCESS INDICATORS

Deliverables:
- Aggregate access of social media accounts across all colleges, non-academic departments, and recognized campus organizations.
- Increases accessibility of existing online platforms that assist with building social relations.
- Potential recruitment tool for future students.
- Potential engagement tool for emeriti to increase planned giving.

Return on Investment to the Campus Community:
- networking with others who share similar interests, activities, backgrounds, and/or inquiries.
- Engaging emeriti with opportunity for future support.
- Cultivates connectedness by fostering engagement.
The Trash Talkers project team focused on reducing costs to the campus, by redirecting waste from landfill to compost. They identified ways to decrease staff injuries and promote productivity by implementing an improved ergonomic trash collection system.

SUCCESS INDICATORS

Deliverables:
1. Educate the campus community on the importance of composting, and provide them with easy access to compost bins in their office, as well as tools to promote better habits. We started in the HSS office space in February of 2018, with the hope of rolling out this program to other office spaces by the end of the year.

2. Making sure our custodians are properly trained and giving them the equipment they need to exercise safe collection protocols.

Over the course of a year, the behavioral changes, savings in staff labor hours, and decreasing workplace injuries, will offset the cost of a toter tipper. The toter tipper will save our custodial and waste management staff time and will prevent potential injuries.

Return on Investment to the Campus Community:
- Reduce waste management costs by redirecting trash from landfill to compost.
- Reduce work hours needed and eliminate potential injuries during waste collection by replacing current bins with ergonomic equipment.

Combining the savings detailed in our scope, the campus can purchase a toter tipper. The toter tipper will eliminate the need for staff to lift heavy bags and hoist them into larger trash bins.

ALIGNS TO SF STATE CORE VALUES: RESILIENCE

The team saw several challenges on campus, including less than efficient work practices, the increasing cost of waste going to landfill, as well as the negative impact on the environment. The creation of this project enabled SF State University to cut these costs and change faculty and staff behavior, to foster a more sustainable environment on the campus. They encouraged faculty and staff members to increase the usage of compost while decreasing their contributions to the landfill.
The Emerging Leaders Program not only contributed to University employees and the campus, but also to my professional development. By serving as a project manager for my team, I learned how to be more effective when communicating with individuals from several different departments. Personalizing communication within the team I worked with made a large impact on our progress. As a team, we began implementing a communication plan for the College of Extended Learning. I am proud to have been part of a team that accomplished the creation of a plan that will have a lasting impact on the SF State community.

It’s inspiring to see that SF State provides a platform for interdisciplinary collaboration. Being a part of the Emerging Leaders Program allowed me to build relationships with skilled faculty and staff. I was able to become involved in the campus community in a meaningful way by executing a project that would assist in the engagement of existing and future Gators. I truly feel that we were able to come together as a team to deliver a valuable product that will positively benefit the University culture.

The Emerging Leaders Program gave me a great opportunity to display my Project Management skills using Agile Scrum methodologies. It has been a great learning experience for my team and fellow students where every individual brought a unique skill to the table. It feels satisfying to work on ideas which have great potential and deliver great value to the San Francisco State community. The program itself is designed in such a way that it extracts optimal outputs from the projects in terms of ROI and enhances student experience. The Emerging Leaders Program has contributed to my professional development to a phenomenal extent.

I’m honored to be a part of the Emerging Leaders Program. Working with my team starting from the project initiation stage to project planning and execution has further enhanced my project management skills. I’m proud to be a part of a team that helps San Francisco State foster a more sustainable campus environment. This program not only allowed me to contribute back to SF State community but also the opportunity to work with faculty and staff from different departments with various backgrounds and expertise.
This cohort group was challenging, for many reasons: my own role change created demands on my time that affected our session schedules; the number of eligible participants had been reduced as a result of the first two cohort groups; starting Cohort 3 before Cohort 2 completed their projects created double demands; and Praveen Rattan’s departure left a knowledge gap. My sincere thanks to Nancy Ganner, who ably stepped in and smoothly handled the program logistics and student hires!

The go-forward plan has two parallel courses of action: to grow the next crop of Cohort 4 participants through hiring and employee development, and to reinforce the SFSU Leadership Model across the campus through both the Campus Leadership Forums and targeted opportunities for just-in-time leadership development. Remaining good stewards of the generous gift you’ve provided, the ELP program itself cannot be a “one-and-done” experience, but rather the launching point for SFSU’s long-term leadership development infrastructure. By creating our own Leadership Brand, SFSU reinforces its Values and builds confidence and commitment in leaders at all levels and Cabinet areas.

Change management takes time, and I remain ever grateful for this generous gift, along with the time it has afforded me to launch, tinker, and continuously improve the program, its design, and its evaluation. Our team projects provide tangible, operational impacts in a wide range of areas, while our employee promotional successes are key indicators of the immediate and long-term impact of the visionary expectations for our Emerging Leaders Program. Thank you to everyone involved in making this hope a reality at San Francisco State!

Dear Kathy,

Thank you, again, for your visionary support of the Emerging Leaders Program at San Francisco State University. I hope we share a similar sense of fulfillment in seeing the impact your gift has made on the development of our most talented staff and faculty members. By focusing on SF State’s emerging and developing leaders, we are not only seeing immediate results, but also preparing for a stronger future.

We are most appreciative of your personal engagement in this program, and of the Eustace-Kwan Family Foundation’s commitment to developing the institution by focusing on the needs of its people, in service to our students. This program continues to be a win/win/win for everyone involved!

Sincerely,

Les Wong
President