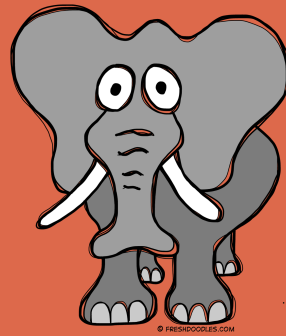


LEADERSHIP DEVELOPMENT

Association of Colleges for Tutoring and
Learning Assistance (ACTLA), April 2018





ELEPHANT IN THE ROOM.

Where's our student leaders?

About the Student Center for Academic Achievement (SCAA) @ CSUEB

- **We are a “Writing Center”...**
 - Writing Tutoring
 - Writing Associates (Embedded Writing Tutoring)
 - Online Writing Lab (OWL)
 - Writing Skills Test (WST) Preparation Programs
- **...and a Math/Science/SI Center**
 - Math/Stats Tutoring
 - Computer Science/Physics/Chemistry/Biology
 - Supplemental Instruction (SI)
- **Scope of our Work**
 - 4,335 visits, 2,016 OWL papers read by ~20 tutors in 16-17
 - Collectively, the SCAA is en route to 20,000 visits as an organization in 17-18 logged by 100 tutors/SI Leaders/receptionists

Why a Leadership Team?

- **Employee Retention:** Combat attrition, especially for our course embedded programs (WA, Supplemental Instruction) and Online Writing Lab (OWL) Tutors
- **“Upskilling”:** Exposure to careers in Writing Center/Learning Center Administration
- **Burnout:** Create a system to combat tutor/SI Leader burnout (i.e. boredom among returning tutors)
- **Community Building and Mentorship**
- **Cross-Departmental Communication:** Create a system in which programs can “talk” to one another



Why a Leadership Team...for Writing Centers?

Are you a tutor? Do you want to be an administrator?

Are you an administrator? Did you feel prepared for the job?



Why a Leadership Team...for Writing Centers/Learning Centers?

"I wonder how many writing center directors come to their first job adequately prepared to manage. We know all about theories of tutoring, the history of rhetoric and composition but **often little about the essential managerial component of what we are expected to do within the institution.** There has been an unfortunate bias in the humanities, where most composition programs are housed, against acknowledging the appropriateness of the managerial metaphor for writing as well as writing center directing. **This is ironic considering that becoming a writing center director and/or writing program administrator, a professional middle manager, is what many in composition studies aspire to.**...Yet how many of us have ever studied management or organizational behavior as part of our formal graduate educations?" – Ronald Heckleman, *The Writing Lab Newsletter*, Volume 23.1, 1998

Organizational Structure

Leadership Levels at the SCAA				
	Pre-Academic Year	Fall	Winter	Spring
Level 1: New Employees (\$13.50)	<ul style="list-style-type: none"> Attend SCAA Orientation 	<ul style="list-style-type: none"> Tutor/Sl Be observed Attend bi-weekly trainings 	<ul style="list-style-type: none"> Tutor/Sl Be observed Attend monthly trainings (bi-weekly if SI) Create 1 resource 	<ul style="list-style-type: none"> Tutor/Sl P2P observation Attend monthly trainings (bi-weekly if SI)
Level 2: Veteran Employees (\$14.00)	<ul style="list-style-type: none"> Attend SCAA Orientation 	<ul style="list-style-type: none"> Tutor/Sl Be observed Attend monthly trainings (bi-weekly if SI) 	<ul style="list-style-type: none"> Tutor/Sl Be observed Attend monthly trainings (bi-weekly if SI) Create 1 resource 	<ul style="list-style-type: none"> Tutor/Sl P2P observation Attend monthly meetings (bi-weekly if SI)
Level 3: Lead Employees (\$14.50)	<ul style="list-style-type: none"> Attend SCAA Orientation Attend SCAA Leadership Retreat 	<ul style="list-style-type: none"> Tutor/Sl Be observed Conduct 1 observation Attend and help facilitate monthly trainings (bi-weekly if SI) Attend monthly leadership meetings 	<ul style="list-style-type: none"> Tutor/Sl Be observed Conduct 1 observation Attend and help facilitate monthly trainings (bi-weekly if SI) Attend monthly leadership meetings 	<ul style="list-style-type: none"> Tutor/Sl P2P observation Attend and help facilitate monthly trainings (bi-weekly if SI) Attend monthly leadership meetings
		<ul style="list-style-type: none"> Conduct 1 in-class outreach presentation Facilitate 1 workshop Participate in 1 interview 		
		<ul style="list-style-type: none"> Conduct 1 in-class outreach presentation Participate in 1 interview Facilitate 1 workshop Mentor a new group of employees Plan community building events (End of Year Celebration, etc.) 		

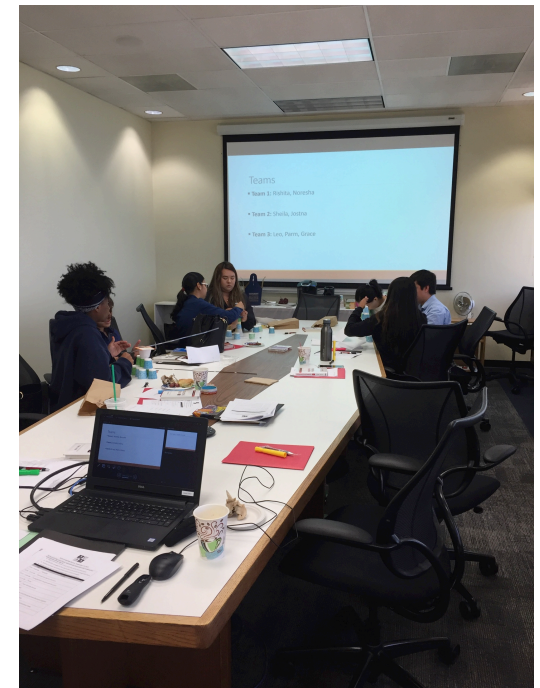
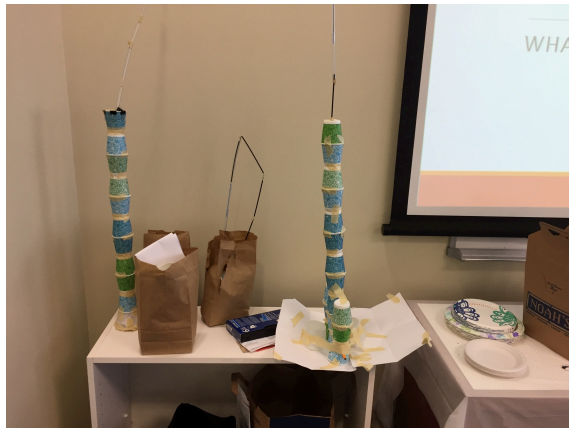
- We didn't just create 1 tier – we created 3.
 - Some people just want to tutor!
 - According to BetterUp, a coaching start-up based out of San Francisco, 3-5% of our workforce consists of “high potential employees” (HiPos) – individuals who are 400% more productive than the average performer.
 - CRLA Tiers

Application/Contract

- After the first year of employment, we assess whether to “invite back” a tutor. If they are invited back:
 - They are automatically moved to Level 2 by default
 - A select few can apply to be a Level 3 employee
- Each employee at the SCAA signs a contract that has the “Leadership Levels” at the SCAA document attached
- All Lead Employees fill out a special application with a specific job description
- Coordinators are consulted

Leadership Retreat

- Beginning of the Year Retreat
 - Team Building (Tallest Tower)
 - Leadership Profile (StrengthsFinder)
 - Overview of the Job
 - How to Mentor
 - Program Goal Setting
 - Letter to Self



Curriculum

- Monthly Meetings
 1. Providing Feedback for Observations
 2. Committee Structures and Plans
 3. SMART Goals
 4. 360 Decision Making
 5. Recruitment and Interviews
 6. End of Year Celebration Planning
 7. Reflection
- Coaching Check-Ins
- Committees
 - Community Building
 - Training
 - Research

Multi-Stakeholder Decision Making



LEADERSHIP MEETING – FEBRUARY 16, 2018

Decisions at SCAA affect 4 audiences:

1. Students
2. Our Tutors, SI Leaders, and Reception Team
3. The Administrative Staff
4. The University Administration



Leadership Profiles

- **StrengthsFinder**
 - Group of 34 possible strengths – 5 are given in a profile
 - “What’s in the Room” activity vs. “What’s not in the room”?
- **DISC**
 - Dominance, Influence, Consciousness, Steadiness
- **5 Dynamics**
 - Explore, Excite, Examine, Execute, Evaluate by Energy Level
- **Cheaper Options:** Myers-Briggs, Enneagram, What Color is Your Parachute?



"Results"

- Attrition for SI Leaders and WAs dropped substantially in 2017-2018
- Events such as a "Employee Appreciation Week" and "Project HOPE", and the End of Year Celebration
- All employees at SCAA were observed at least 3 times during the year
- Combined, full-group meetings



Testimony

- “I think [the Leadership Team] a fantastic motivator for the employees to stay on the team. It gives everyone **something to look forward to**, in terms of applying for lead or becoming a veteran. I have been a member of the SCAA for a little over 2 years, and I feel like as you move up the tier you are given more responsibilities, which makes work **even more fun**. I love being a lead employee because I love to take on new projects. I also feel as though **mentoring the newer hires helps lead employees to develop personal skills**. This also gives new hires someone to talk to! All the new responsibilities of the lead employees, such as putting together events and having meetings, helps with out **professional development which will undoubtedly be useful for our future careers.**” – Parm Dhillon, SI Leader

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The Future

- “Leadership Confidence Inventory”
- Apply for CRLA Level 2 and Level 3
- Cluster System – Clemson Model
 - Split people into subject area
 - 10 people max per group, 2 mentors per group
 - Responsible for meeting once a month with a common agenda
 - “Common read”



QUESTIONS?



I may have answers.

CONTACT INFO

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