

CURRENT

VOLUME 49, ISSUE 1

**CAPITOL
PERCEPTIONS**

*Look Inside for the
2017 Legislative
Preview*

EMPOWERING LEADERS

TRANSFORMING LIVES

LEADERSHIP 2017

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VOLUME 49, ISSUE 1



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CHAPTERS

COMMISSIONS

REGIONS

AFC CONNECTIONS

CURRENT is published by the Association of Florida Colleges. Advertising, news releases, and other communications should be sent to the AFC, 113 East College Avenue, Tallahassee, Florida 32301, or by email at publications@myafchome.org. The views and opinions expressed in CURRENT are not necessarily those of the Association of Florida Colleges, its members, directors, or officers.

A Great Start to 2017



This has started out to be an amazing year for the Association of Florida Colleges. 2017 began with the sale of our AFC building and the purchase of our new Tallahassee home office. Our new facility will be able to meet the needs of the AFC members and staff. It will also provide us with a rent-free location in Tallahassee for many of our meetings and conferences. An important fact that Mike points out about our new office building is, "Did I mention, we have over 40 parking spaces?" Kudos to our CEO, Mike Brawer, for accomplishing this task.

In January, AFC provided our members with opportunities for professional and personal development. The AFC Legislative Days on January 25 opened with a tour of the Florida Supreme Court building. A highlight of the tour was a visit to the Supreme Court library. Our members were also able to visit the actual Supreme Courtroom, and several AFC members had their photos taken as they sat in the justices' chairs. In the advocacy training, our AFC members received an in-depth explanation of a bill and how it becomes law. It also gave our members insight on the laws and policies that affect our higher education system.

The Leadership Conference followed Legislative Days. The conference was hosted at the Tallahassee Community College Capitol Center. The presentations provided our first-time leaders with fundamental examples of effective leadership techniques and important elements of motivation. There were presentations on membership recruitment, awards, and member opportunities for the Certified College Professional program. Our guest speaker, former Lieutenant Governor Jeff Kottkamp, shared an inspirational personal story of how the Florida College System helped transform his life.

The Leadership Conference empowered our new leaders with a myriad of tools they can use to be successful in sharing the stories of how the Florida College System is transforming lives. I look forward to seeing you and hearing your ideas at our upcoming AFC events this year.

Sincerely,

Dr. Robert Flores
AFC President



**Empowering Leaders...
and Transforming Lives...**

AFC | Association of
Florida Colleges

2017 Legislative Session: Not for the Faint of Heart



The 2017 Legislative Session begins in earnest on March 7. The annual sprint to the 60-day finish line already looks to be one filled with numerous lead changes between the House and the Senate, and lots of elbow throwing and bumping along the home stretch. Hopefully at the end, the winner will be the citizens of the state of Florida.

It's already clear that the first pass of the budget allocations will not be pretty. With rising costs to entitlement programs like Medicaid and the need to invest heavily in resolving water issues across the state, higher education sectors could be facing a \$100

million hole to climb out of from the get go.

Enrollment has been ebbing fairly consistently since 2010-11 when there was a headcount of 904,000 students in the system. Since then headcount has declined to 801,000 in 2016. This is a typical pattern during periods of high rates of employment. However, legislators lose their appetite to appropriate sustainable investments in our colleges when enrollment drops. Despite the fact that enrollment may not be growing in leaps and bounds, operational costs continue to increase for our colleges. It's an argument we make constantly.

Policy issues will challenge us as well. The annual slog to defend our bachelor degree programs is well underway. During the recent interim committee weeks bills have been filed that portend to limit our BS degree offerings, make it more difficult to get one approved, restrict our enrollments in upper division, and hold us accountable for full-time, on-time enrollment cohort graduation rates. The Legislature often doesn't recognize that our students are

homebound, over 80% hold a job, over half have families, and many start full-time but roll back to part-time status to manage their lives. The goal of finishing a two-year degree in exactly two years is generally elusive in any open enrollment system. Despite this Florida continues to award over 113,000 degrees and certificates annually leading the nation, and provides more students, 51%, into the upper division of the state universities than any other entity. There are no bills this year, yet, which will challenge the FRS or DROP as we currently know it. But it's early and who knows what may still pop up when Appropriations chairs go seeking more dollars for the budget.

Finally, the annual gun rights fight has now supplanted the annual challenge to your retirement benefits. There are several bills that address the expansion of guns rights statewide. The guns rights advocates have run a spread offense on us to promote the world view that the only way to safety is to eliminate gun-free zones and allow more people to carry more weapons anywhere and everywhere. There are currently bills filed that will allow open carry on the street, as well as concealed carry in airport terminals, colleges, and public meetings of the legislature. One bill changes the Stand Your Ground immunity laws, and another could require business owners to assure the protection of their patrons if they prohibit weapons in their businesses. We don't expect all of these bills to move when session begins, and our focus will remain primarily on the one that may impact our campuses.

As always, pay attention to your email for the weekly edition of *Capitol Perceptions* to keep up with the issues throughout session. It comes out every Monday beginning March 13. Follow my twitter feed @mbrawer and check-in to the AFC Facebook page for updates on various matters. As always, never hesitate to contact me by email with a question (mbrawer@myafchome.org).

Michael Brawer, CEO



ASSOCIATION OF FLORIDA COLLEGES

CAPITOL PERCEPTIONS

UPCOMING LEGISLATIVE NEWS

FLORIDA COLLEGE SYSTEM COUNCIL OF PRESIDENTS STRATEGIC PRIORITIES 2017

The Florida College System (FCS) Council of Presidents (COP) Steering Committee collaborated on Substantive Strategic Issues for the 2017 Legislative session. These strategic priorities focus on the *Governor's 2015 challenge for a 100% Completion* rate and the *2016 Finish in 4 and Save More* initiatives, while supporting Florida's increasing workforce and economic development needs in the most effective manner.

Moreover, the components of the newly revised FCS Funding Formula will allow for a more equitable distribution of state funds to meet student and program priorities, and deliver outcomes expected by statewide and community stakeholders.

2017 COUNCIL OF PRESIDENTS STRATEGIC PRIORITIES AND FUNDING REQUEST

The COP supports the Department of Education Legislative Budget Request for the 2017-18 Florida College System Program Fund appropriation. In

addition, the COP requests new funding to be used by a college as needed to fulfill strategic priorities, as described below:

\$40 million performance funding
+ \$60 million funding through the formula
\$100 million new funding

JUSTIFICATION

- **Enhance 2 + 2 articulation** by managing a seamless process of successfully transitioning students through a four- year completion track, and
- **Build student awareness of 2+2 deadlines and degree programs** to support students' educational/career goals and entry into the workforce, through further collaboration with State University System (SUS) staff.
- **Increase advising and academic support** to strengthen overall student retention and ensure a greater percentage of students utilizing 2+2 articulation. Key to that effort is improving the ratio of advisors and tutors to students, which is critical to student completion success.

- In October 2016 an aggregate report of FCS institutions revealed that the average ratio between students and advisors is 730:1. *Optimally, the ratio should be 400:1.* Twelve (12) of the FCS institutions sampled have counselors on staff which brings the average ratio of students and advisors + counselors to 666:1.
- In October 2016, an aggregate report of FCS institutions also revealed that on average FCS employed only seven (7) full-time “face-to-face” academic tutors each, (ranging from 31 to 0) and 51 part-time face-to-face” tutors each, (ranging from 350 to 5). In addition, 23 colleges reported contracting with outside vendors for online virtual tutoring hours (approximate average of 2,600 hours annually) in an attempt to supplement face-to-face academic support.
- **Implement new technology** to track student progress by providing dashboards to advisors to certify that students finish in four years and earn the proper prerequisites for transfer into a State University.
- **Increase Workforce Programs** to meet current and emerging labor market demands for local and regional business and industry, providing a pipeline to high wage jobs.
 - **Fund FSC STEM programs** nonexistent at either FSC or SUS institutions. Emphasize STEM fields such as bio and eco technology, cyber security and the broad range of health-care fields.
 - **Offset program costs for career and technical programs** which cost more to operate than general education courses. By expanding workforce programs, state wide implementation and facilitation will increase costs to colleges.
 - **Increase advisors** overseeing students in workforce programs to assist with enrollment and completion in certificate and degree programs
 - ◆ The FSU Center for Economic Forecasting and Analysis is developing an FCS programs/workforce gap analysis to be completed by January 2017. This data will assist colleges to direct students toward high-need workforce programs, and align degrees and certificates to employer job demand.
- **Improve campus safety and security** for an all-encompassing approach to campus safety and prevention.
 - **Empower students, faculty and staff** with the technology, equipment, training, personnel, program implementation and defensive services to mitigate threats, prepare for and handle emergencies such as fire, natural disasters or violence.
- **Invest funding needed to offset increasing operating expenses.** The FCS has provided accessible and affordable education to over 800,000 students annually with zero to minimal tuition changes for the past five years.
 - **Operating costs are increasing statewide** for health insurance, utility rates and materials. Institutions are providing the same great quality services while increasing our efforts in student retention, completion and workforce development.
- **Support the Department of Education’s PECO Request for \$100 million.** The DOE’s prioritization process ranks PECO projects with a focus on STEM projects and high wage programs in the FCS.
 - **System-wide deferred maintenance of facilities** is critical for campuses impacted by aging facilities used by more than 800,000 FCS students annually.
 - **Degradation of facilities** creates life-to-safety hazards and failing infrastructure impacting the health of students, faculty and staff.
 - **Complete existing projects** and recently approved projects.

Campus Safety

Florida colleges prioritize the safety of students, faculty, and staff. The FCS Council of Presidents requests additional funding to:

- ▶ **Improve campus safety** and security with a comprehensive approach funding technology, equipment, training, personnel, programs, and defensive services to mitigate threats and emergencies.
 - Enhance/upgrade campus security equipment such as scanners, cameras, alert systems, and other devices.
 - Increase security personnel to expand coverage of campus buildings and grounds for quicker response time to potential incidences.
- ▶ **Expand mental health assessment** and referral systems in partnership with local communities to better serve students, faculty, and staff to prevent potential workplace violence.

Advising and 2+2 Articulation

The Florida College System (FCS) provides pathways for student completion by facilitating transfer for students earning an associate of arts degree at FCS institution to a baccalaureate degree program.

Currently, 54% of upper division students in the State University System started their postsecondary studies at, and transferred from a FCS institution.

Advising and academic support are critical and currently understaffed components to articulation, student retention, completion, and success. Funding is needed for the following initiatives:

- ▶ **Improve the ratio of advisors** and tutors to students from the current 730:1 to the optimal national ratio of 400:1*.
- ▶ **Build greater awareness of 2+2 benefits** for students through increased, well-trained staff, as well as positively impact time-to-degree, transfer to a university or college upper division.
- ▶ **Acquire and implement new technology** to track student progress for meeting career goals and timely degree completion.
- ▶ **Increase the number of targeted 2+2 pathways** with partner universities.

** 2016 aggregate report of FCS institutions*

PECO Funding

The FCS Council of Presidents supports the Department of Education's PECO Request for \$100 million.

The Department of Education's prioritization process ranks PECO projects with a focus on STEM projects and high wage programs in the FCS.

Funding is required to meet the needs of students for the 21st century workplace and for creating and maintaining safe education and training facilities to:

- ▶ **Address system-wide deferred maintenance of facilities** used by more than 800,000 FCS students annually.
- ▶ **Improve facilities** to remove safety hazards that can impact the health of students, faculty, and staff.
- ▶ **Complete existing projects** and recently approved projects.

Increase Workforce Programs

Each college is responsible for responding to local and regional workforce needs, varying offerings to meet the unique characteristics of their communities.

In 2015-16, 110,844 students graduated from FCS institutions:

- ▶ 55,888 were Associate of Arts graduates
- ▶ 32,271 were Industry Certificate graduates
- ▶ 14,973 were Associate of Science graduates
- ▶ 6,776 were workforce Baccalaureate graduates

The FCS Council of Presidents requests funding to:

- ▶ **Increase workforce programs** to meet current and emerging labor market demands for local and regional business and industry, providing a pipeline to high wage jobs.
- ▶ **Invest in emerging STEM programs** to promote their creation, implementation, and growth to meet state workforce demand with an emphasis on fields such as bio and eco-technology, cyber-security, advanced manufacturing, and the broad range of health-care fields.
- ▶ **Promote the development of high tech, state-of-the-art workforce programs** to ensure an on-going ability to meet 21st century business and industry needs, maximizing the state's return on investment in higher education.

Legislative Funding Request

The Florida College System (FCS) Council of Presidents' (COP) strategic priorities focus on the *Governor's 2015 challenge for a 100% Completion* rate and the 2016 *Finish in 4 and Save More* initiatives, while supporting Florida's increasing workforce and economic development needs in the most effective manner.

The COP supports the Department of Education (DOE) Legislative Budget Request for the 2017-18 Florida College System Program Fund appropriation. In addition, the COP requests new funding:

\$40 million performance funding
+ \$60 million funding through the formula

\$100 million new funding

New fiscal requests for 2017-18 will support our mission, performance, and growth in actual FTE. Strategic initiatives include:

- ▶ **Strengthen 2 + 2 articulation** by enhancing our seamless process of successfully transitioning students through the K-20 educational pipeline.
- ▶ **Increase funding** to improve the ratio of advisors and academic support personnel to students to help build greater awareness of 2 + 2 transfer benefits as well as positively impact time-to-degree, transfer to a university or college upper division.
- ▶ **Acquire and implement new technology** to track student progress for meeting career goals and timely degree completion.
- ▶ **Increase Workforce Programs** to meet current and emerging labor market demands for local and regional business and industry, providing a pipeline to high-wage jobs.
- ▶ **Improve campus safety** and security for an all-encompassing approach to prevention and response.
- ▶ Invest funds as needed to **offset increasing operating and program expenses** to serve over 800,000 students annually.

AFC TRUSTEES COMMISSION LEGISLATIVE CONFERENCE

The AFC conducted its annual Trustees Commission Legislative Conference on February 8-9 in Tallahassee. Over 80 college trustees, presidents, lobbyists, and other AFC members attended. The agenda included a Florida College System update led by Chancellor Madeline Pumariega. Attendees also enjoyed a Capitol Press Corps Media Panel titled “Well, What We Heard.” Following the panel discussion, a Q&A session followed.

The next morning the Trustees Commission fanned out across the Capitol to meet with their respective local legislators.



From left: AFC CEO Michael Brawer, Commissioner Adam Putnam and Chancellor Madeline Pumariega.



Rep. Roth, Palm Beach County, addresses the Trustees.



Media Panel, from left: Trimmel Gomes, Rick Flagg, Tia Mitchell and Tom Flanigan

AFC LEGISLATIVE DAYS

Legislative issues and advocacy were key topics of the 2017 Legislative Days late in January.

On Tuesday, attendees had the opportunity to tour the Florida Supreme Court and visit with Chief Justice Jorge Labarga. During the tour, attendees were allowed into the Rare Books Room which contains some of the earliest Florida-related books associated with Territorial Governor William Pope DuVal, who was the longest-serving governor in Florida. After touring the Supreme Court and taking photos on the bench, attendees returned to the AFC Building where they received a welcome by Dr. Robert Flores and Chancellor Madeline Pumariega. Mr. Michael Brawer, AFC Executive Director/CEO, lead a discussion on the AFC Advocacy

Continued on page 11



Process. Attendees also enjoyed a session titled Advocacy Etiquette and Issue Messaging: The Do's and Don'ts of Stating Your Position to a Legislator by Ms. Karen Moore, President, Moore Communications Group. Mr. Jack Hall, Director of Government Relations at St. Johns River State College, provided the attendees with better knowledge of the legislative bill process during his session on how bills become laws. To end the day, attendees received the legislative priorities and talking points provided by the college lobbyists. On Thursday, the conference ended with a visit to the Capitol.



AFC Board of Directors gets to work.



2017 Legislative Day attendees.

DACA SUPPORT (Deferred Action for Childhood Arrivals)

RESOLUTION - *Drafted by Dr. Bill Law, President, St. Petersburg College*

From its earliest days, The Florida College System has provided a means for Floridians to have affordable access to a college education. We have done this within a strong commitment to equality – we take great pride in our efforts to enroll, support and graduate a diverse student population that mirrors the communities in which we live.

At present, we are proudly serving the needs of those students who were not born in the United States but who have lived in Florida, graduated from a Florida high school and seek to join the ranks of productive citizens by obtaining a postsecondary credential. These students – collectively referred to as “DACA students” – are permitted to enroll in the Florida College System and to attend courses paying the same as other Florida high school graduates. We supported and assisted in getting this beneficial legislation passed.

The uncertainty in America regarding the continued supportive status of DACA students is creating a stressful and debilitating environment for learning and success. The Council of Presidents of the Florida College System urges both the Florida Legislature and the Federal Government to maintain current permissions and legal protections for these students to enroll, attend and complete their college education.

Adopted this 10th day of February, 2017

ASSOCIATION OF FLORIDA COLLEGES 2017 LEADERSHIP CONFERENCE

This year's **AFC Leadership Conference** touched on key topics such as a Leader's purpose and Leadership Styles. The conference was held on January 26-27, 2017, at the Tallahassee Community College Capitol Center.

On Thursday, AFC President Dr. Robert Flores and Michael Brawer, AFC CEO along with Dr. Jim Murdaugh, President of TCC began the conference with their introductions and warm welcomes. Following these speakers the honorable, Jeff Kottkamp, Florida Lt. Governor (2007-2011), engaged in a discussion titled Leadership from the Top. Attendees also enjoyed *A Leader's Purpose* led by President Robert Flores. Majorie McGee, VP, Commissions, College of Central Florida, and Tom Mason, VP-Elect Regions & Chapters, Santa Fe College discussed the variations of leadership styles. Bob Van Der Velde, President-Elect, Palm Beach State College covered the AFC strategic plan and 2017 goal setting. The

AFC Foundation Update was provided by Andre Hawkins, Chair, Indian River State College. Attendees learned how to transform their memberships through Tracy Glidden, Membership Development Chair, Eastern Florida State College. Following the breakout sessions, Region and Chapter Officers, Tom Mason, VP Regions & Chapters, Santa Fe College and Stephanie L. Campbell, VP- Elect Regions & Chapters, Polk State College informed every one of the roles,

responsibilities and expectations of 2017. Lastly, Commission Officers, Majorie McGee, VP Commissions, College of Central Florida, and Nika Coleman-Ferrell, VP-Elect, Palm Beach State College held a planning session with commission leaders.



From left: Andrea Lee, John Fey and Chalah Harris.

On January 27, 2017 the conference opened with Michael Brawer, AFC CEO providing an update of the Association and Board of Directors overview. Charlene Latimer, CCP Committee Chair engaged in a discussion titled, 'What's In It For You?' Information about AFC and community service was provided. Carol Quinn, Awards Chair, Pensacola State College, updated the attendees on the new awards



criteria. The Leadership Pathways Panel was led by Bob Van Der Velde, President-Elect, Palm Beach State College. The conference concluded with Marsha Kiner, AFC AED, giving information on AFC leadership resources, as well as news on upcoming events and announcements.



AFC President Dr. Robert Flores

Kathy MacLenna



AFC Chapter President
Pasco-Hernando State College

How was your experience attending Legislative days?

"Attending the Legislative Days was a good experience because it shows and teaches us the legislative process and what the AFC does on behalf of its 28 Florida college members."

"So many times we have members that don't actually know what they are contributing to, but to be able to go back to the College and explain to others the legislative process, and how the AFC advocate on our behalf and acts as a liaison to the legislators is a great experience."

Denise Johnson



President-Elect of her AFC chapter
Florida Gateway College Advisor for
Dual Enrollment

How was your experience attending the 2017 AFC Leadership Conference?

"It was so good. I already had high expectations and it really blew my mind the amount of people here that have so much wisdom and experience behind them as leaders," Johnson said. "Even the new people who are coming into it; the absolute passion that everyone shares for serving the community and serving their schools has me excited. I've learned so much."

BUZZFEED

News from the college community

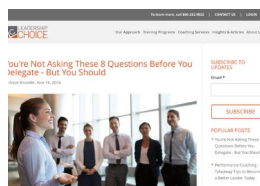


8 Books Every Leader Needs to Read in 2017

From recent bestsellers to old-school business parables, these are the best business books to read in 2017:

1. *Friend & Foe: When to Cooperate, When to Compete, and How to Succeed at Both*
2. *Are You Fully Charged?: The 3 Keys to Energizing Your Work and Life*
3. *Grit to Great: How Perseverance, Passion, and Pluck Take You from Ordinary to Extraordinary*
4. *Sprint*
5. *The 21 Irrefutable Laws of Leadership*
6. *Extreme Ownership: How U.S. Navy SEALs Lead and Win*
7. *Superbosses*
8. *Animal Farm*

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You're Not Asking These 8 Questions Before You Delegate – But You Should

Delegating is a necessity in today's fast-paced, multitasking work environments. In fact, in a recent Gallup study about delegation and leader talent profiles, researchers found that organizations run by CEOs with high delegator talent grew 112 percentage points greater than those organizations run by CEOs with limited or low delegator talent.

[Read More](#)



The 7 Must-Know Rules of Productive Meetings

In a meeting with a new business prospect not long ago, I surprised myself and everyone else in the room. Shortly after an executive from our advertising agency starting talking and clicking her way through a perfectly fine PowerPoint presentation I stood up, walked over to where she was sitting, and closed the lid of her laptop.

Concerned that the energy was leaving the room, I explained that while we have 20 great client case studies we would be happy to discuss, we like to shake things up. What better way to demonstrate that than by changing our approach to this introductory meeting? With that, I literally tossed the agenda in the trash can. While I hadn't planned to disrupt this gathering, I was pleased with what happened next: We had a great conversation about our prospective client's objectives and challenges -- and, yes -- our expertise. What started as a lecture turned into an interactive, animated discussion. That prospect is now a major client at our agency.

[Read More](#)

CALL FOR SUBMISSIONS

VISIONS: THE JOURNAL OF APPLIED RESEARCH FOR THE ASSOCIATION OF FLORIDA COLLEGES

Requests submissions for its Spring 2017 Volume focused on

Student Success

Submissions in the following formats will be considered for inclusion:

- *Scholarly Articles* – Approximately 1,500 to 2,500 words in length. Should be submitted in current APA (American Psychological Association) style and written in clear and concise language that presents the research with clarity of purpose and rationale.
- *Best Practices* – Written with the purpose of providing working solutions to problems posed by the issues addressed.
- *Editorials* – At the discretion of the Editorial Board.
- Suggested topics for this issue might include: Developmental education, general education, workforce, distance learning, tutoring and learning centers, service learning and a variety of other avenues that aid in the discussion of student success.

All submissions will be referred to the Visions Editorial Board and must include an abstract outlining three or four implications of the topic for the college system. Submissions must also include a short biographical statement describing the author and a signed copyright release statement.

Submissions and inquiries should be sent via e-mail to Dr. Gary Sligh at gsligh@myafchome.org

Deadline for all submissions for the Student Success issue is April 15, 2017



Design Thinking Centered Leadership

BY DR. JON WARNER

Most leaders hope that innovation and creativity will flourish in their teams and across their organization. However, without a strategy for this to happen it is likely to be an aspiration rather than a reality. One strategy that helps to drive greater innovation and creativity, that has gained significant appeal in recent years, is “Design Thinking”. Steve Jobs at Apple is arguably the practical pioneer of this process in the business world but other major companies have adopted it too including Coca-Cola, Herman-Miller, IBM, Ideo, Nike and Proctor & Gambol. In addition it has been written about extensively and rendered to be highly accessible to all organizations by several academic staff at Stanford University. In this article we will therefore explore what design thinking means and how it can be adopted as an approach that leaders can draw upon.

What is Design Thinking?

As the diagram to the right illustrates graphically, Design Thinking is a methodology used to solve complex problems, and find desirable solutions for end-users or clients. A design mindset is solution focused and action oriented towards creating a better or improved future, often going beyond the minimal or immediate need.

Effective Design Thinking uses a balance of rational and creative structured thought processes to explore possibilities of what a future state could be—and to create desired outcomes that benefit the end user (or the ultimate customer). It is consequently not only a process of the imagination but must also be viable and possible to execute within the bounds of current knowledge and methods. In this way Design Thinking offers a framework for understanding and pursuing innovation in ways that add real value to customers. Creativity is central to the design process, especially in discovering the unmet needs of customers in a given situation, but also involves testing and refining possible solutions to ensure that they are attractive and actually work.



The diagram above illustrates a commonly used Design Thinking framework, suggesting that the process is best applied in four distinct phases: Discover, Define, Develop, and Deliver. Let's look at each of these phases in a little more detail.

The Discover Phase (creative bias)

Design Thinking begins with developing a deep understanding of customers' or users' stated and unmet or unarticulated needs. This is often easier for entrepreneurs who may have individually experienced a common user frustration that they believe they can address, but even in larger companies, individuals can immerse themselves in the daily lives of people they are trying to serve and then pay close attention to people and what they say. Methods for thinking like a designer include close observation, interviewing, creating user personas, empathy mapping, storyboarding etc., but don't forget there is no substitute for talking with people and really listening.

The Define Phase (rational bias)

During the Define phase, leaders should put together the information they have created and gathered during the Discover phase and ensure that "the problem we are solving" is clearly defined. This means analyzing all of the varied observations and synthesizing them in a priority of interest order to define the core issues that the leader and the team have identified up to this point. The Define phase is also where leaders establish possible product or service features, functions, and any other elements that will allow end users to potentially solve the problems they are experiencing-this is the rational prelude to the create next phase of creative development.

The Develop Phase (creative bias)

During the third phase of the Design Thinking process, as many tangible ideas as possible are generated-often called brainstorming ideas or "ideating". Team members are encouraged to 'think outside the box' to identify new solutions to the problem statement created at the define stage. Although

this phase naturally encourages broad and creative ideas, it also should challenge individuals to put themselves in the shoes of the end user and what would enthruse them about a possible solution. In general, this would mean considering not only what would minimally meet an expectation or make things incrementally better but go much further or provide multiple additional benefits, even if they were not demanded in the first place.

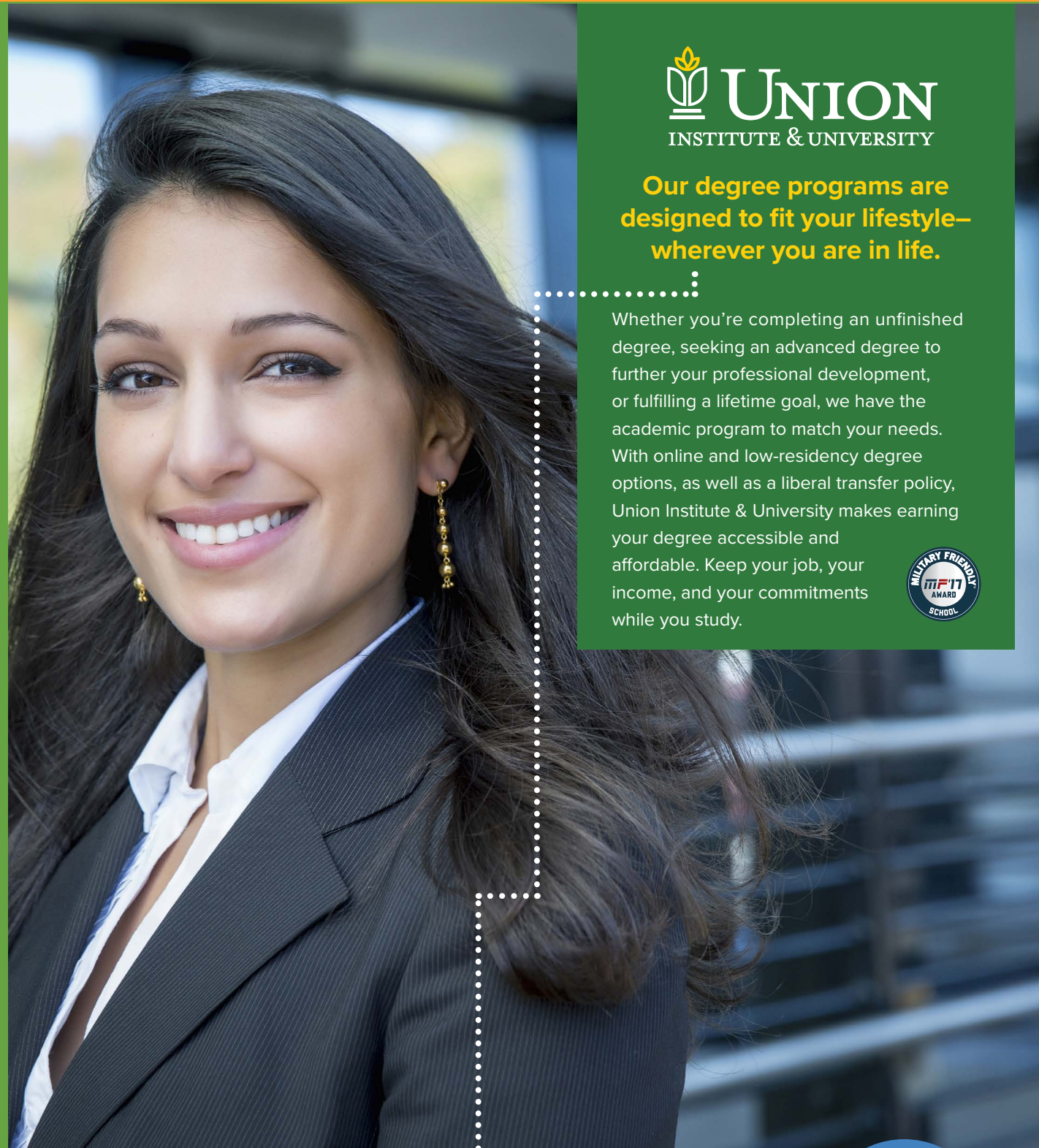
The Deliver Phase (rational bias)

In the Deliver phase the leader encourages the team to come up with one or more inexpensive, scaled down or limited versions of the product/service. Prototypes may be shared and tested within the team itself, in other departments, or introduced to a small group of people outside the team. One-by-one, each prototype (or version of it) is accepted or rejected on the basis of the users' experiences and then improved upon as per the feedback gained. In short, in this phase the ideas generated are validated before coming up with the final product or service, which are then finally delivered.

Summary

Design thinking is a systematic process for leading product or service creation or change and to help drive the innovation processes in small or large organizations. Design Thinking can be applied not only to products and services but also to systems, procedures, protocols, and customer/user experiences. If leaders rigorously educate team members about what needs to be done in each of the four phases of the process described above, they will not only have a systematic way to create more innovation but sustain it as well.

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Understanding How to Best Lead Yourself Before You Lead Others

When we talk about leadership we often think about how well (or otherwise) an individual leads others. However, we give much less attention to how well the person leads him or herself or, put another way, to be best prepared to manage him or herself well or in a healthily balanced way and even more importantly to act as a positive role model for team members to emulate.

Considering these “people side” or interpersonal skills are extremely important when an individual is appointed to a significant leadership role in which a large team is to be managed. However, we should also remember that there are many other roles to which people get appointed that need to be included also. These include:

- The Sales representative who becomes the Area sales manager
- The Teacher who becomes the Department head or Principal
- The Software Engineer who become Team Leader
- The Attorney partner who becomes the Managing partner
- The Truck driver who becomes the Depot Scheduler
- The Secretary who becomes the Office manager
- The Nurse who becomes the Section or Clinic supervisor
- The Physician who becomes Practice Leader, etc.

Most of these appointments or promotions, and many others like it, are made because the person has demonstrated good job related skills in the prior role. In other words, they are seen to be adept technically and therefore able, at least in theory, to take on more responsibility. But a person’s ability to lead will typically only be seen after they have been appointed to the new role and we therefore need an earlier indication of how well they may fare. Self-leadership is therefore the best early indicator we have so let’s look at what this means in practice.

Lead Yourself Before Leading Others

While development skills are relatively easy to identify and then train—such as *listening ability, delegation skills or capacity to coach etc.* (and are often called competencies) the ability to manage yourself is much more difficult to pin down. However, in the following list we describe ten discrete areas that are important to look out for specifically.

1 Humility. Humility is usually defined as a modest view of one's own importance or rank in the world. This is important to self-management because it helps a person to maintain a realistic perspective on life and helps them to appreciate the role of a leader as a servant to others.

2 Resilience. No one like hard knocks and set backs when they occur but some people are more resilient or can bounce back from them than others. The more an individual shows they can do this personally the more they can apply this when leading others.

3 Ethics/Morality. If an individual demonstrates poor personal ethics or morality (for example thinks that taking workplace stationary home is OK) this will translate poorly into a leadership role.

4 Courage/Persistence. Have the courage of your convictions and then persistently following through on personal work is often very observable in individuals and when strong is an excellent basis for doing the same in a leadership role.

5 Emotional Intelligence. Although this is a much talked about topic these days being “emotionally mature” can be honed and developed as an individual as a basis for starting to treat very different team members and their varying emotional needs in intelligent ways as a leader.

Although some of the above areas may be in need of development for some people the hope would be that at least a majority of them would be seen to be reasonably strong (and in some cases quite well honed) in an individual when they are being considered for promotion.

Reprinted from Ready to Manage, <http://blog.readytomanage.com>

6 Openness/Reflectiveness. The simple question to ask here should be “is this individual open to different or alternative views when presented and do they think or reflect carefully on the information?” This is a trait every leader needs to evolve and even solicit opinion or start to read widely to gain the broadest possible perspective.

7 Pressure/Stress Management. If an individual cannot handle personal pressure or stress reasonably well then this is likely to be much more difficult given the additional stresses added by a leadership role.

8 Self-Awareness. Self-awareness is a combination of accepting who you are as a person and wanting to continue to improve over time. The more an individual is already doing this the better leader he or she is likely to be.

9 Self-Confidence. Confidence is the ability to appear to be assured and in control in often quickly changing or unfamiliar circumstances. The need for this characteristics deepens considerably in a leadership role.

10 Integrity. Integrity is about keeping promises and being fair minded. If an individual is already doing this with colleagues and friends they have more ability to continue to do so with team members working for him or her in the future.

SAVE THE DATE!



WHAT: Campus Safety Symposium and Threat Assessment Training

WHEN: June 29-30, 2017

WHERE: College of Central Florida

WHO: Threat Assessment Training Facilitator:
Rebecca Bolante, Director of Threat
Management Resources, Chemeketa
Community College



Rebecca Bolante provides training and teaches online courses in threat assessment and trauma response.

Bolante provides consultation for various institutions, agencies, and entities as we work together to mitigate targeted violence. She is a trainer and consultant for the college's threat assessment team and the trauma response team.

AFC FACULTY COMMISSION'S

PROFESSOR OF THE YEAR

CALL FOR NOMINATIONS

Do you know of an outstanding professor?

Please nominate him or her for the

**Association of Florida Colleges
2017 Professor of the Year**

Deadline: Friday, March 3rd, 2017

To be eligible, nominees must be:

- Teaching faculty at an AFC member institution at the time of submission
- AFC Member in good standing
- Able to attend the Faculty Commission Spring Conference: May 16-18th 2017 at Pasco-Hernando State College.)

To submit your nomination, **CLICK HERE**

Five semifinalists will be notified by Monday, April 3, 2017 and will be asked to make a fifteen minute instructional presentation illustrating their expertise in the classroom at the Spring Conference. The top three finalists will then be chosen to present again at the annual AFC Conference. The AFC Professor of the Year will be announced during the Awards Ceremony on the last night of the annual conference. Nominations can be made by any AFC member.

In Memoriam

PBSC AFC CHAPTER HELP PLANT TREE IN MEMORY OF PAST BOARD MEMBER

The Palm Beach State College Chapter of AFC helped plant a tree and dedicate a plaque on campus in memory of Gary Karl, a former board member who died in an automobile accident.

Karl, career development advisor and an adjunct instructor who would have turned 45 in January, was driving home Dec. 31 from a holiday visit with family in New England when his car was involved in a three-vehicle crash. He and a passenger in his vehicle were killed.

Karl had worked at the College for more than 15 years, and he served as a past AFC chapter vice president for the Palm Beach Gardens campus. He was active with the organization, assisting with the book sale, recruitment and other chapter initiatives.

James Robinette, AFC Chapter president, spoke on behalf of the group at the tree planting and plaque dedication ceremony as well as the memorial service held on campus for Karl. He said Karl introduced him to AFC and recruited him and his wife to join.

"Gary Karl was a friend. Gary was a peer. Gary was a professional who cared about his job and the students he served. I worked with him closely with his online classes, and he was always improving upon the course he built," Robinette said. Though his life ended too early, his impact was great. There were many memories that AFC members related to me, and the underlying theme was always his gentle nature and his kindness."



Chapters

SEMINOLE STATE COLLEGE

Chalah Harris and Charity LoGiudice selling flowers for AFC.



Commissions

REGION IV, WACE AND IEPPD CALL FOR PROPOSALS

Region IV, the Workforce, Adult and Continuing Education Commission (WACE) and the Institutional Effectiveness, Planning and Professional Development Commission invites you to submit a presentation proposal for the 2017 Joint Spring Conference that will be held on April 28th at St. Petersburg College.

For more information on how to submit a proposal for Region IV or WACE, please click [here](#).

Save the Date For Upcoming Conferences

Region II and Career and Professional Employees Commission Joint Spring Conference

April 7, 2017

North Florida Community College

Region I and Equity, Division and Inclusion Commission Joint Spring Conference

April 14, 2017

Tallahassee Community College

Region III and Facilities Commission Joint Spring Conference

April 21, 2017

Eastern Florida State College

Region IV, IEPPD and WACE Joint Spring Conference

April 28, 2017

St. Petersburg College

Region V and Administration Commission Joint Spring Conference

May 17-18, 2017

Florida Keys Community College

Interested in Running for AFC Executive Office?

Applications Now Being Accepted

If you are planning to run for AFC Executive Office for 2017 the time to start is NOW!

For the complete Executive Officer Election Guidelines and Procedures and to apply, please **CLICK HERE**.

Deadline to submit your application and supporting documents is June 15 at 5:00 PM.

SAVE *the* DATE



You're Invited

AFC 2017 Annual Meeting and Conference

NOVEMBER 2017

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

November 1-3, 2017

Innisbrook
Palm Harbor, Florida

SILENT AUCTION

TO BENEFIT THE AFC FOUNDATION, INC.



ATTENTION AFC CHAPTER AND COMMISSION LEADERS

Last year's AFC Foundation, Inc. Silent Auction was a huge success and that could not have happened without you. Again, we need your help to "fill the tables" for the 2017 Silent Auction.

Items that sell well include artwork, gift baskets, hotel stays, vacation packages, cameras, sports memorabilia, jewelry, e-readers, ipads, ipods, computers, books, gift cards, event tickets, wine, services, decorative items, etc.. These are all examples of great ideas but I am sure that you can come up with many more great ideas. Big ticket items such as a cruise, computer, big screen television or vacation package would be great. We don't expect you to purchase the big ticket item but if you know of someone that can donate this, please let me know. Don't ever think your item is too small or too large to include. Items may be combined with other items to help create a gift basket or vacation package!!

A sample letter and donation form is available to assist you when contacting businesses by [clicking here](#). **Items should be shipped or delivered to the following address by October 2, 2017.** If unable to ship due to size or time conflicts, items may be brought directly to the conference.

Ship to/For More Information:

Carol Quinn, Pensacola State College, 1000 College Boulevard, Pensacola, FL 32504
(850) 484-1722 • cquinn@pensacolastate.edu



AFC FOUNDATION SILENT AUCTION DONATION FORM

Please return this form no later than October 2, 2017

Name of person/college soliciting donated item: _____

Name of business donating item _____

Name of donated item _____

Description of item: _____

Estimated Value: _____

Other details (include references to autographs, previous owners, etc.): _____

MAIL, FAX OR EMAIL TO:

CAROL QUINN
PENSACOLA STATE COLLEGE
1000 COLLEGE BOLUEVARD
PENSACOLA, FL 32504

EMAIL: cquinn@pensacolastate.edu
FAX: 850-484-1995

PROFESSIONAL DEVELOPMENT AT YOUR FINGERTIPS!

Certified College Professional Program

The Certified College Professional (CCP) Program provides you with the opportunity to earn a designation related to your work as a college professional. The CCP exposes you to content and experience that you may not be able to obtain elsewhere. The program is a value-added benefit of membership in the AFC and is offered at the discounted rate of \$150.00 to AFC members. The CCP enhances the AFC's role as the primary professional development provider for the Florida College System.



Recent Graduates



Lisa Barnes
Broward College



Christine Boatright
Florida Gateway College



Andrea Calloway
Florida Gateway College



Dr. Harry Holdorf
Eastern Florida State College



Mishel Johnsn
Pensacola State College



Toni Lauters
Polk State College



Dominique Phillips-Alvarez
Pasco-Hernando State College



Adrienne Provost
Santa Fe College



Miguel Ramirez
Broward College



Becky Westberry
Florida Gateway College

Application Criteria:

You are employed by an institution within the Florida College System (includes part time and adjunct faculty)

You have served in your current position at the institution for at least one year*

You are committed to upholding the AFC Certified College Professional "Standards of Conduct."

Your college president will support your effort to earn the CCP.*

*Please see the CCP website for additional criteria.

And best of all, the core courses (Leadership, Legislative Process and Advocacy, The Florida College System, and Building Community and Customer Service) are offered online. No additional travel or time away from the office is required.



CLICK HERE to find out more about the program or to apply today!

Calendar

March

Council of Presidents Dinner	March 9, 2017
Council of Presidents Business Meeting	March 10, 2017
Learning Resources Commission Virtual Spring Conference	March 28, 2017

April

Council of Presidents Dinner	April 6, 2017
Council of Presidents Business Meeting	April 7, 2017
Region II and Career and Professional Employees Commission Joint Spring Conference	April 7, 2017
Region I and Equity, Division and Inclusion Commission Joint Spring Conference	April 14, 2017
Region III and Facilities Commission Joint Spring Conference	April 21, 2017
Region IV, IEPPD and WACE Joint Spring Conference	April 28, 2017

May

Council of Presidents Teleconference	May 11, 2017
Student Development Commission, Faculty Commission and Technology Commission Spring Conference	May 16-18, 2017
Region V and Administration Commission Joint Spring Conference	May 17-18, 2017

June

Campus Safety Symposium and Threat Assessment Training	June 29-30, 2017
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July

Communications and Marketing Commission Conference	July 19, 2017
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CURRENT

M A G A Z I N E

Deadline and Publication Dates

CURRENT Submission Deadlines:

Leadership Issue (January 30)
 Post-Legislative Issue (May 1)
 Professional Development Issue (June 26)
 Pre-Conference Issue (August 1)
 Post-Conference Issue (November 17)

CURRENT Publication Dates:

Post-Legislative Issue (May 26)
 Professional Development Issue (July 21)
 Pre-Conference Issue (September 1)
 Post-Conference Issue (December 8)

Email your submissions for the next issue of Current to **Tina Ingramm-Ward** (tingramm@myafchome.org) for consideration in the next publication.

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