TBO INITIATIVE
TIMELINE

Fall 2004  President (Dr. Marilyn Schlack) and VP for human resources (Sandy Bohnet) introduced to the philosophy, theory and practical application of a talent-based organization (TBO) in a meeting with a consultant from Talent Plus™, a consulting company from Lincoln, Nebraska. Talent Plus™ has several other corporate clients in the Kalamazoo area.

June 2005  The President’s cabinet (Bruce Kocher, Louise Anderson, Nancy Woods, Sandy Bohnet, Mike Collins, Terry Hutchins, Jim DeHaven) attend a Talent Plus™ Champion Summit in Bachelor Gulch, CO.

October 2005  The President and five Board members (Mary Gustas, Barbara Miller, Jeff Patton, Ken Schauer, Ken Young) attend a Talent Plus™ Senior Leadership Summit in Half Moon Bay, CA.

The VP for human resources (Sandy Bohnet), director of staff development (Nancy Taylor), dean of arts and sciences (Dennis Bertch) and the grievance officer for the KVCCFA (Geof Crosslin) attend a Talent Plus™ Champion Summit in Half Moon Bay, CA.

November 2005  Administrators, key managers and one faculty member attend a 2-day Talent Plus™ Impact Leadership Series at M-TEC.

December 2005  All administrators and 35 full-time faculty members profiled by the consulting firm Talent Plus™. Three staff members certified by Talent Plus™ to conduct and interpret the Supervisor’s Interview Profile and four employees were certified to conduct the Customer Development Service Interview Profile.

January 2006  The office of staff development begins offering the workshop Talent: The Foundation, an introduction to talent theory, for all employees.

Winter 2006  Talent Bank™, an online employment application system from Talent Plus™, is implemented. Recruitment process to hire 16 full-time tenure-track faculty positions initiated and over 650 online applications received.

Winter 2006  Contract initiated with Talent Plus™ to conduct Hiring for Talent interviews with all new full-time hires. Four Talent Plus™ certified KVCC employees begin process of conducting profiling interviews with all current full-time staff.

July 2006  By July 2006, all full-time staff has been profiled using the Talent Plus™ instrument. Four staff members trained to write individual “talent cards” articulating each employee’s talents and how they contribute to their success. These are distributed to each employee.

July 2006  The Institution commits to a new approach to student success and the concept of a Student Success Center established. The dean of Arcadia Commons Campus (Van Muse), dean of Health and Sciences (Jim Taylor), director of facilities (Jeff Donovan), director of training and development at M-TEC (Cindy Buckley), director of career and assessment services (Laura Cosby), and president of the KVCCFA (Ron Young) attend a Talent Plus™ Champion Summit in Kalamazoo.
December 2006  VP for human resources (Sandy Bohnet) attends Gallup Corporation’s *Great Manager Program* in Washington, DC.

As Talent Plus™ does not have the higher education resources, services and tools to support of talent philosophy for student success, *decision made to move to the Gallup Organization* as the institution’s primary consulting firm.

January 2007  **Student Success Center opens** to support students in their academic pursuits through the coordination of services and one-on-one relationships with Success Advocates. Motto of center becomes “Discover- Develop- Apply” and students begin taking the StrengthsQuest™ assessment.

Laura Cosby becomes director of student success, and additional resources and services added to current offerings: Success Advocates, Life Resources, and Veteran Resources.

February 2007  Talent Plus™ *Impact Leadership Series* attended by human resources manager (Amy Louallen) and director of administrative computing (Carol Heeter) in Kalamazoo.

July 2007  VP for college and student relations (Mike Collins), director of student success (Laura Cosby), student admissions specialist (Diane Vandenbarg) and student advisor/advocate (Ken Barr, Jr.) attend Gallup’s 2-day *StrengthsQuest Educator* training in Chicago.

Fall 2007  **Transfer Resource Services** added to the FOCUS program under the SSC umbrella.

February 2008  VP for college and student relations (Mike Collins), President Schlack, director of staff development (Nancy Taylor), several faculties, and 40 Counselors, Career Advisors, and Success Advocates, attend Gallup’s 1 ½ day *Strengths Educator* session in Kalamazoo.

July 2008  Gallup’s *Strengths Advocate Training* in Omaha Nebraska attended by director of staff development (Nancy Taylor) and student advisor/advocate (Ken Barr, Jr.).

Gallup’s *Higher Education Summit* in Omaha Nebraska attended by student advisor/advocate (Ken Barr Jr.).

August 2008  The Library and Business and Finance departments attend new in-house training, *Introduction to Talents & Strengths*.

October 2008  247 employees attend half-day *Talents & Strengths Overview* sessions facilitated by Mark Pogue, VP of Higher Ed for the Gallup’s Organization.

Newly formed *Employee Contributions and Recognition Committee* conducts an institution-wide employee recognition survey.

January 2009  **Putting Your Strengths to Work**, a workshop designed to help individuals identify their specific strengths, develop strategies for using their strengths more, and articulate how their strengths can help reach critical outcomes, introduced.

April 2009  **Lunch ‘n Learns** are introduced as a way to build knowledge and understanding about individual talent themes.

June 2009  Ken Barr, Jr. presents "StrengthsQuest Training Best Practices" at Gallup’s Higher Education Summit titled *Building a Strengths-Based Campus* conference in Omaha, Nebraska.

Three *Student Success Center advocates* attend Gallup’s Higher Education Summit in Omaha Nebraska.
June – Aug 2009  Information Technology Division requests and participates in 3 sessions covering theme dynamics, 34 theme reports, and understanding the Customer Service and Development profile and coaching tips (managers only).

August 2009  Finance and Business Division incorporates talents and strengths training activities into annual meetings.

Fall 2009  Office of Student Strengths Development created within the Student Success Center and Ken Barr, Jr. appointed director.

January 2010  98% of all KVCC employees have completed the StrengthsQuest™ online assessment to identify their Signature Themes and have completed the Strengths Discovery and Exploration workshop over the last year.

February 2010  Approximately 50 employees participate in focus groups to provide input on a new performance appraisal system that emphasizes talents and strengths.

May 2010  Director of student strengths development, Ken Barr Jr. invited to join Gallup’s Higher Education Strengths Advisory Board, a 16-member advisory group for Strengths programming.

June 2010  Director of student strengths development, Ken Barr, Jr., attends Gallup’s Higher Education Summit titled Strengths in Education in Omaha, and presents a session on “Promoting a Strengths-Based Campus” sharing KVCC’s success in introducing strengths into the classroom.

Ken Barr, Jr. recognized as one of 22 StrengthsQuest Leaders at Gallup’s Strengths in Education conference.

New performance management system under development by the Training and Development Committee is beta-tested with 11 managers and 14 direct reports. Emphasis is on goals, outcomes and employee strengths.

June – Aug 2010  Sixty-two administrators and managers attend Recognition training developed by the Employee Contributions and Recognition Committee and receive a “Supervisor’s Toolkit” containing small recognition items.

October 2010  Director of Student Strengths Development, Ken Barr, Jr. presents at Michigan College Personnel Association conference, Grand Rapids on "Creating a Strengths-Based Campus to Enhance Student Development and Engagement".

Fifty-two administrators and managers attend Gallup’s 2 ½ day Great Manager Program in Kalamazoo to focus on employee engagement and its relationship to business outcomes.

February 2011  Fifty-one administrators and managers attend Aggregate Q-12 Results & Impact Planning, a half-day Gallup follow-up to the Great Manager Program designed to support KVCC’s Impact Planning efforts for employee engagement.

July 2011  Kalamazoo Valley moves all contracts for talent services to Gallup. Gallup’s online hiring assessments are implemented.
January 2012  
**College leadership approves the implementation of the F.O.C.U.S. Performance Management Process** to replace the current annual performance appraisal process. F.O.C.U.S. (Future Outcomes Collaboration Using Strengths) is a more frequent, non-judgmental, future-focused process designed to encourage strong relationships between managers and their direct reports resulting in more insight into how and where they can best contribute in achieving the Institution’s mission and priorities.

May 2012  
**Kyle Robinson**, Gallup’s Director of Campus Engagement and **Tim Hodges**, Director of Research for Gallup’s Education Practice, are on campus to help with the **F.O.C.U.S. Kickoff**. Morning sessions include a meeting with the Cabinet, an overview of the new performance management process for all managers and staff in Dale Lake Auditorium, and afternoon breakout sessions for managers on coaching, Impact Planning, and measurement.

June 2012  
**Ken Barr, Jr.** Director of Student Strengths Development, **Cristina Miller**, Strengths Coach, **Bruce Punches**, Communications Instructor, and **Byron Foster**, Student Advocate attended **Gallup’s Higher Education Summit where Kalamazoo Valley Community College is the 2012 recipient of the Gallup Clifton Compass Award.** The Clifton Compass Award is designed to honor institutions that best represent a Strengths-based campus, as evidenced by their strategic commitment to student, staff and faculty engagement and wellbeing through Strengths-based development.

July 2012  
New performance management process F.O.C.U.S., with an emphasis on the talents and strengths of each individual and how they contribute to the institution’s success, begins.

August 2012  
**Mark Pogue**, Gallup Vice President of the Education Practice. And **Kyle Robinson**, Director of Campus Engagement present the **Gallup Clifton Compass Award** to President Schlack at a campus awards ceremony.