

# Succession Planning:

## How to build a plan so that your work continues without you

Rachael Bower, ATE Central

Nancy Maron, BlueSky to BluePrint

Kathy Alfano, Founder and Co-PI, CREATE

April 10, 2018

The webinar will  
begin at 1 PM  
Eastern time

# TODAY'S PRESENTERS



**Nancy L. Maron**

Founder, BlueSky to BluePrint, LLC



**Rachael Bower**

University of Wisconsin-Madison  
PI, ATE Central

# TODAY'S GUEST SPEAKER



**Kathleen Alfano**

Founder and PI of CREATE 1996-2016  
Co-PI, CREATE Support Center, 2016-  
present

# POLL QUESTION #1

I would describe myself as:

- A. Affiliated with an ATE grant
- B. Affiliated with a different NSF granting program
- C. Not currently funded, but writing an ATE grant
- D. Other



## ATE: Advanced Technological Education

- NSF Funding – focus on technician education; professional development; community colleges
- Approximately 306 projects & centers currently funded
- Not just a funding program; a real community
- Variety of cross-cutting support for community members

## **Primary Purpose:** Amplify the Impact of ATE

- Information Hub and Portal
- Resource Collection
- Services and Tools
- Outreach and Dissemination

## Sustainability Support

- ATE Central: community driven
- *ATE Community Needs Survey* (annual)
- Significant need: sustainability support
- Workshops + webinars

# ITHAKA

*ITHAKA is a not-for-profit organization that helps the academic community use digital technologies to preserve the scholarly record and to advance research and teaching in sustainable ways.*



JSTOR is a not-for-profit digital library of academic journals, books, and primary sources.



Ithaka S+R is a not-for-profit research and consulting service that helps academic, cultural, and publishing communities thrive in the digital environment.



PORTICO

Portico is a not-for-profit preservation service for digital publications, including electronic journals, books, and historical collections.



- Strategy, consulting, research and training
- Applying strategy to innovative initiatives in academic and cultural organizations
- Case studies, reports and tools freely available at [blueskytoblueprint.com](http://blueskytoblueprint.com)

# **SUSTAINABILITY HEALTH CHECK:**

## **SUSTAINABILITY STRATEGIES FOR LEADERS OF ATE PROJECTS AND CENTERS**

**WEBINAR SERIES  
FEBRUARY – APRIL 2018**

This season, our webinar series on Sustainability focuses on topics useful to Centers and Projects at all stages of growth. It is never too soon to be thinking about life “post-grant,” whether you are planning for independence or preparing for a time when grants may not be forthcoming.

# SUSTAINABILITY HEALTH CHECK

## SUSTAINABILITY STRATEGIES FOR ATE PROJECTS AND CENTERS

Archived

**FEBRUARY 6:** Taking Stock and Planning for Success  
GUEST SPEAKER: Lori Wingate

Archived

**MARCH 6:** Re-visiting your sustainability goals in a post-grant world  
GUEST SPEAKER: Ann Beheler

TODAY

**APRIL 10:** Succession Planning: How to build a plan so that your work continues without you  
GUEST SPEAKER: Kathy Alfano

# TODAY'S GUEST SPEAKER



## **Kathleen Alfano**

Founder and PI of CREATE 1996-2016  
Co-PI, CREATE Support Center, 2016-  
present





CREATE began as a consortium of California community colleges working with industry to develop credit curricula to meet new, emerging technologies.

CREATE was started in 1996 and has evolved from a State grant, a NSF planning grant, a NSF project grant, a NSF ATE regional center grant and now an NSF ATE Support Center.

# GOALS OF TODAY'S WEBINAR

- Introduce the awkward but inevitable topic of succession
- Consider how important this is as a part of a robust sustainability plan
- Discuss some key aspects to succession planning
- Learn from an experienced founder and PI, who has seen the best ways to go about this, as well as things to avoid.

## POLL QUESTION #2

Today, my current thinking is that succession planning is...

- A. Really important in general, but not for me in particular
- B. Of urgent importance – I know someone key to our project who is about to leave
- C. Not at all important.
- D. Other

Sustainability Is

# SUSTAINABILITY IS

the ability to generate or gain access to the resources—financial or otherwise—needed to protect and increase the value of the content or service for those who use it.

A **sustainability plan** is an evidence-based strategy for identifying and securing these ongoing sources of support for your project or center, over time.



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A **sustainability plan** is an evidence-based strategy for identifying and securing these ongoing sources of support for your project or center, over time.

Staffing is often by far the most costly budget item. And leadership is the probably plays the greatest role in determining whether or not a project will be viable for the long-term.



# Step #1... Take Inventory



So, what are some of the things of value your project or center has created?

Curriculum

A textbook

Special events, like national competitions

What else?



What lives in your **leadership**?

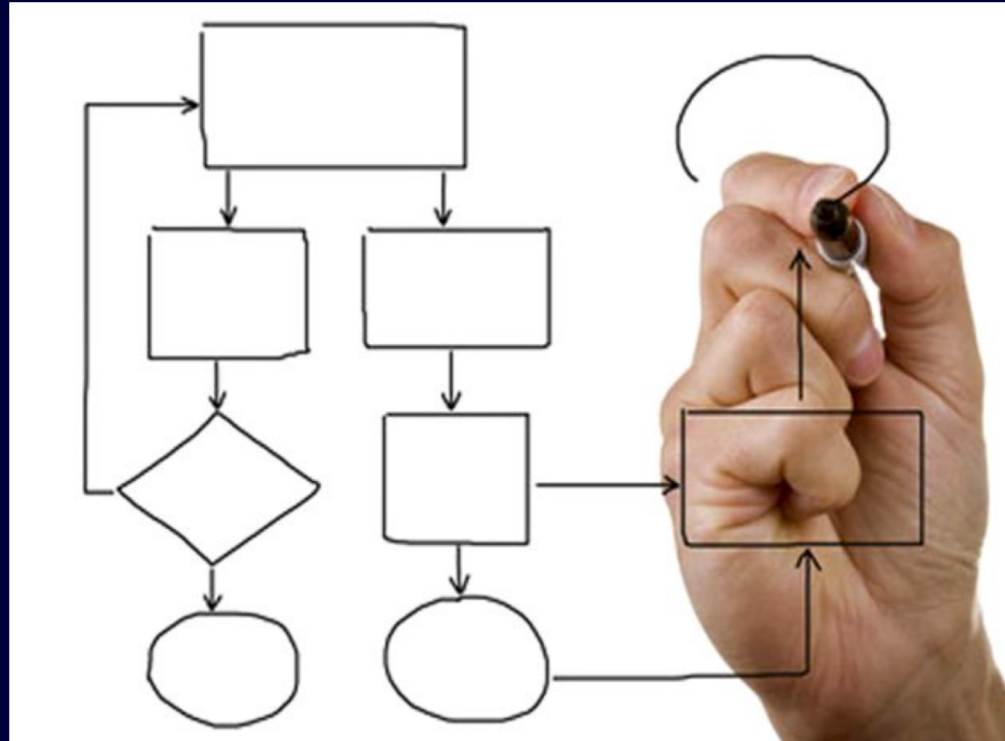
# What lives in your **leadership**?

- Relationships



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- Vision





# What lives in your **leadership**?

These are all key to sustainability and to success – how to make sure they are not lost when someone leaves?





Some Scenarios:

Or, Can It Happen to Us?

# Challenge – Longtime Leader Leaves

88% of current family business owners believe the same family or families will control their business in five years, but succession statistics undermine this belief. According to The Family Firm Institute, only about 30% of family and businesses survive into the second generation, 12% are still viable into the third generation, and only about 3% of all family businesses operate into the fourth generation or beyond...

Research indicates that failures can essentially be traced to one factor: an unfortunate lack of family business succession planning.

D. Wayne Rivers, “**Family Business Succession Planning: Data and Analysis**,” The Family Business Institute.  
<https://www.familybusinessinstitute.com/wpcontent/uploads/2018/01/WP14FamilyBusinessSuccessionPlanningJan2018.pdf>

# Challenge – Longtime Leader Stays (too long)

*In contrast to publicly owned firms, in which the average CEO tenure is six years, many family businesses have the same leaders for 20 or 25 years, and these extended tenures can increase the difficulties of coping with shifts in technology, business models, and consumer behavior.*

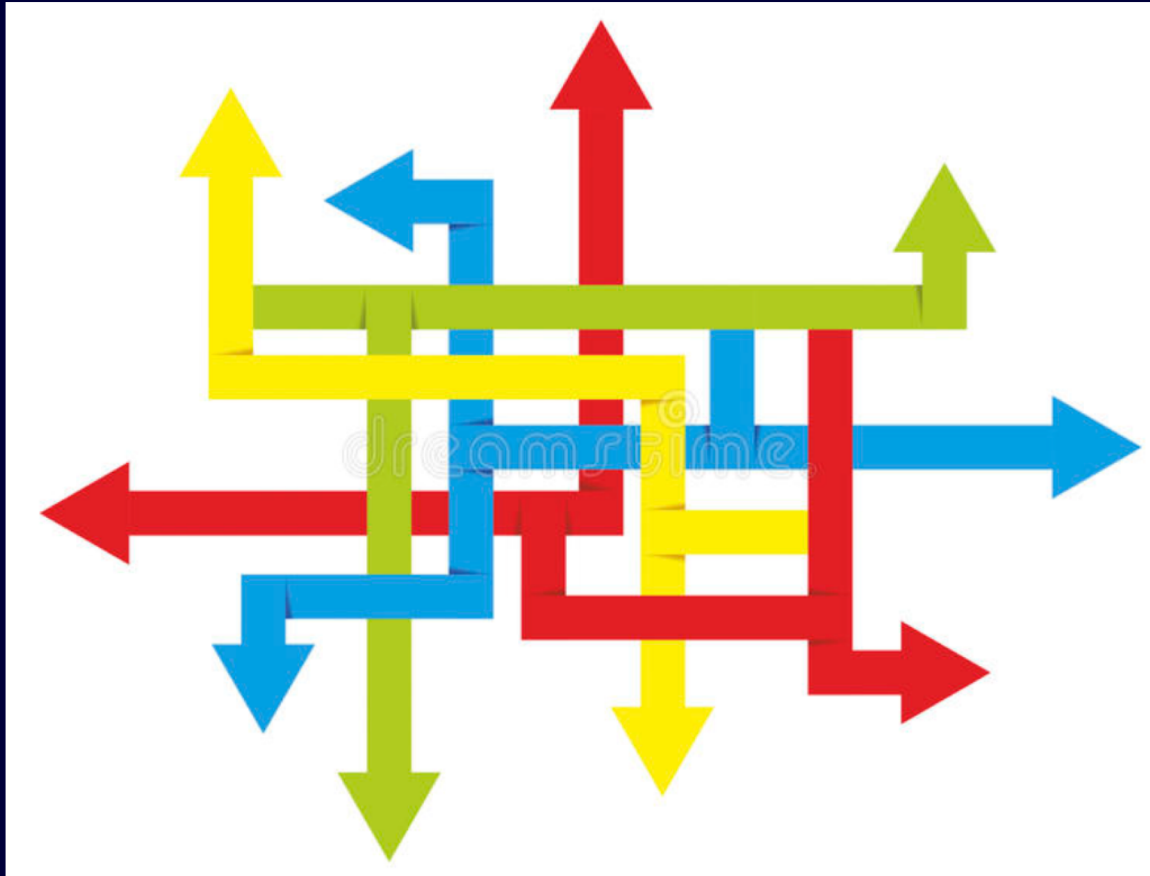
“Avoid the Traps that Can Destroy Family Businesses,”  
Harvard Business Review. Jan-Feb 2012

<https://hbr.org/2012/01/avoid-the-traps-that-can-destroy-family-businesses>

# Putting together a succession plan can help you:

- Assess and mitigate organizational risks.
- Reduce the threat of losing key talent.
- Ensure talent is ready and available when needed.
- Save your business time and money.
- Create a sustainable operation capable of growth.
- Put high performers in positions where they will thrive.
- Hold on to the knowledge and expertise employees have developed over the years, even when those at high levels move on or retire.

# Risk of Not Doing it...



## POLL QUESTION #2

Our greatest challenge when it comes to succession planning is...

- A. Knowing where to start
- B. Having the right tools to do it
- C. Identifying talent to take the place of current staff/leader
- D. Internal politics or reluctance to engage in this process
- E. Other



Some good practices to consider

# Some Key Steps

- Secure buy-in



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- Review staff in key positions
- Determine which need clear succession paths
- Develop documentation
- Invest in staff development and recruitment





Other things to consider...



# Q&A

What is the right time to start?

How to address the topic if you are not the lead?

What are the trickiest questions that are likely to come up and how best to handle them?

# WEBINAR SERIES 2018

Remember – all  
webinars are archived  
at ATE CENTRAL!

Please visit

<https://atecentral.net/sustainability>

to sign up for the spring webinars!

PLEASE TAKE A MOMENT TO  
COMPLETE OUR SURVEY...

# THANK YOU

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