

November 16, 2016

Good Morning Dr. Scroggins:

I know sometimes I bend your ear with my concerns, but today I wanted to share something positive.

A few weeks ago, our highly stressed group of new faculty shared that they are feeling the financial pinch of our portfolio expectations (that's another conversation we should definitely have). They explained that the color copies, custom 4-5 inch binders, hundreds of page protectors, and complex dividers were an expense they did not prepare for - and that they didn't even have access to an account for affordable color copies at our campus printer.

While our contract may specify minimal requirements for the portfolio, the samples suggested by our deans and brought in by recent hires told a much different story - and set a far more extreme expectation. They are, understandably, overwhelmed and highly stressed about the whole process.

I reached out to Abe to ask if HR could help - realizing that this may not be an obligation of the district, but is an opportunity to send a message of support to our new faculty for a modest cost. He got it immediately. Instead of him starting with "no," he immediately approved \$2500 over the phone. It was solely on the basis of him hearing me explain the need and trusting me when I said it was important.

This guy gets leadership.

I don't know if we will actually even spend all his money, or if every person really needs it, but the meaning of saying "we heard you" to our new faculty and supporting them as they struggle to build the Versailles of portfolios - that's priceless. They represent 18% of our full-time faculty and their commitment to us and identification with us correlates to dozens of positive organizational variables that will impact this organization for decades (this was my research area at Cornell).

The meaning of saying to me, a grizzly old faculty member, that he heard me, trusted in my assessment, and was willing to empower me to execute my solution - rather than challenging my judgment and creating hoops between me and the resource - made me feel respected and excited to continue my work. Also priceless.

Looking forward to working with him in the future. Good job on that hire.

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