

Succession Planning

Dr. Jennifer Graham, Dr. Pyeper Wilkins, Mary C. McQueen, CFRE



Dr. Jennifer Graham spent 20 years in education as a teacher, principal and professor before commencing her role as the Executive Director of the Temple College Foundation in 2010. She continues her mission to improve lives through education by empowering students, enabling their educational opportunities, rewarding teaching excellence, and maintaining the high profile of the College in the community. With \$7 million in assets, the Foundation manages the student housing complex, as well as the historic building where they're housed. A \$6 million endowment provides annual scholarships, while the Leopard Loan Program provides over \$150,000 annually to assist students with no interest loans that allow them to get into or stay in classes.

Jennifer's past leadership roles include president of the board of the Entrepreneur Center of Central Texas, and chairperson of the Legislative Affairs committee for the Temple Chamber of Commerce. She serves on the board of the Rotary Club of Temple and the Texas Association of Community College Foundations, is the program chair for the Association of Fundraising Professionals in Williamson County, and participates in the 254 Down Committee focused on downtown redevelopment in Temple. Through Rotary, Jennifer has led 3 teams to the Philippines to complete service projects in the areas of economic development, nutrition, and sanitation. Her 2017 trip involved training a team of 4 college students to spend 6 weeks in country teaching over 500 women in rural villages construction skills and building solar powered food dehydrators to provides livelihood opportunities and sustainable nutrition through preserved foods.



Dr. Pyeper Wilkins is the Chief Advancement Officer for the Dallas County Community College District and Executive Director of the DCCCD Foundation. With an extensive background in resource development, planning, facilitation, and building partnerships, she is skilled at collaborating with business and industry, public agencies, and community and faith-based organizations to meet the needs of students and the community.

Dr. Wilkins has secured over \$100 million in funding through public and private sources throughout her career to support student success, workforce and economic development, the launch of new programs and curriculum, and facility renovation. Most recently, she has led the DCCCD Foundation efforts to create and launch the Dallas County Promise, in partnership with other community organizations and universities in the Dallas area. Pyeper holds a bachelor's degree in business education, a master of science in human relations and business and a doctorate in educational leadership and management. She has been married to her high school sweetheart, Greg, for 32 years and they have a grown daughter and son-in-law, 2 fur babies, and 2 grand-dogs.



Mary C. McQueen, CFRE, is Executive Director of Development at Del Mar College and the Del Mar College Foundation where she is in charge of development, alumni, grants, scholarships and the DMC Foundation. Under her leadership the DMC Foundation has grown to be among the top 10% of community college foundations nationally with overall assets of \$22 million and average annual fundraising at \$3 million. Before joining the DMC team, she was Chief Development Officer for the Texas State Aquarium, Director of Public Affairs at Texas A&M University-Corpus Christi, Public Affairs Producer for KEDT-TV and Editor in Chief for three city magazines, *Business Monthly*, *Corpus Christi Monthly* and *Corpus Christi Monthly*.

Mary has a BBA in Management and has been a CFRE since 2005. She was named Outstanding Professional Fundraiser of the Year for the AFP Coastal Bend Chapter in 2016. Mary is active in the Rotary Club of Corpus Christi and served as president during its Centennial year, 2014-2015. The club has honored her with its Lifetime Achievement Award, Rotarian of the Year Award, and Spirit of Rotary Award. She has also received the YWCA “Y” Women in Careers Award and Outstanding Alumni Award from TAMU-CC National Alumni Association.

Her volunteer passion is working with youth to develop their leadership skills. For the past 11 year she has been program and training chair for RYLA, Rotary Youth Leadership Awards, where she guides over 250 high school and college students each year on a journey of self-discovery through an activity-based, team-focused leadership camp.

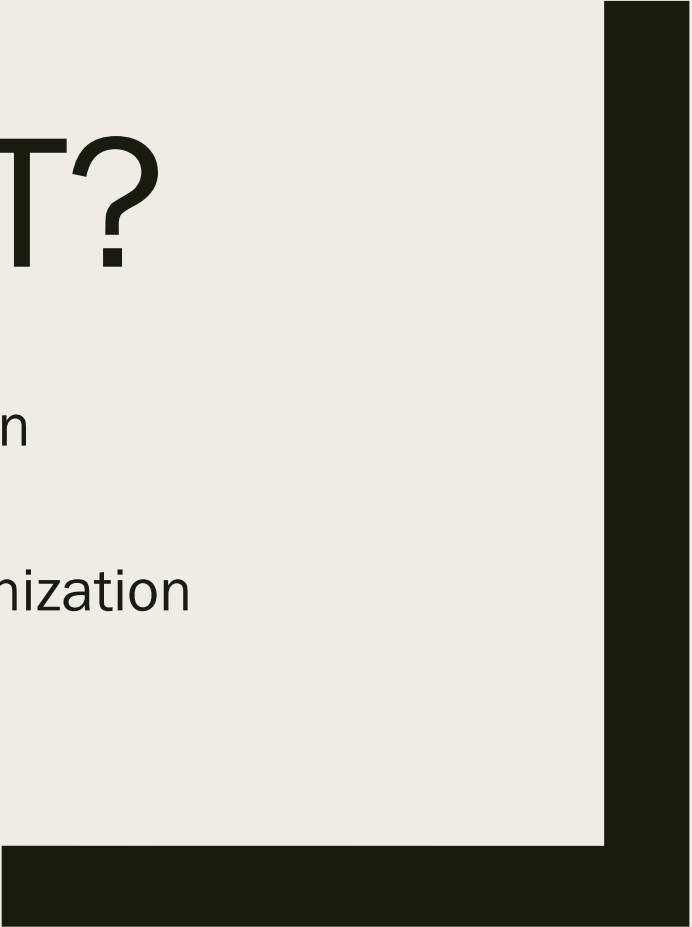


WHAT'S NEXT?

Planning for Leadership Succession

Or....

Cropping Your Time at Your Current Organization



Time To Retire

- Leaving a Legacy
- Preparing the Board
- Preparing the Staff
- Preparing for the Next Leader

Moving On and Stepping Up

- Finishing What You Started
- Leaving on the Right Note
- Taking What's Yours
- Leaving Big Shoes

Hit By A Bus (Jennifer Graham)

- Leave a Paper Trail
 - *Policies, commitments, special arrangements and events need to be documented, reviewed annually and accessible.*
 - *Can they do the audit without you?*
- All Systems on Go
 - *Programs, events, policies and procedures need to be codified and utilized.*
 - *Can the staff operate in your absence for 6 months?*
- Let Others Take the Stage
 - *We're all replaceable – or at least interchangeable.*
 - *Who will speak at your funeral?*
- Happy Trails
 - *Ensure that your priorities are the things that others embrace and will uphold*
 - *How will they remember you?*

Build as You Go Not When You Leave (Mary McQueen)

- Planning: 1, 2, 5, 10 year
 - *Goals*
 - *Systems – Policies, technology, annual work plans to support goals*
 - *Staffing – talents to support goals*
- Systematic assessments
 - *What's working, what needs tweaking, what need culling*
 - *Empower a culture to embrace change.*
- Staff development
 - *Biggest asset – share vision, let staff create the future*
 - *Step back before you leave to let them lead*

Beyond the Obvious: Other Duties as Assigned (Pyeper Wilkins)

- Some things only YOU know
 - *Not every conversation can or should be documented*
 - *Relationships are personal/help make transitions to others*
- Politics
 - *Every organization has them*
 - *You deal with them and shield others as much as possible*
 - *Help others understand and be prepared to deal with them*
- Some things you cannot share
 - *Talk through situations and scenarios without violating trust*

LEAVE THE ORGANIZATION BETTER THAN YOU FOUND IT

The next guy gets to grow it as much as you did and you're the only one
that can set that up for success.