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## Memo-Fax

<b><u>DATE:</u></b>	6/26/06	<b><u>TIME:</u></b>	3:30 PM
<b><u>TO:</u></b>	Dr. Richard Tahvildaran-Jesswein President – Academic Senate Santa Monica College Santa Monica, CA	<b><u>FROM:</u></b>	Dr. William J. Reckmeyer 408-266-1617 (F) 408-266-1613 (V) reckmeyer@sbcglobal.net
<b><u>RE:</u></b>	SMC Strategic Planning	<b><u>PAGES:</u></b>	6

Dear Richard:

Good talking with you last week and glad to hear that Santa Monica College is interested in launching a strategic planning process. I am interested in helping out in whatever way makes mutual sense, especially given the opportunity to work with President Tsang again. I cannot go into much depth right now, as I indicated, since I am currently en route to Austria for the next six weeks and will not return home to San Jose until early August. In an effort to accommodate the District Planning Committee's request for input before your meeting on Wednesday, however, let me briefly address the major questions you raised in your email.

**Direct Experience.** Although my primary responsibilities have been as a faculty member for most of my career, I have spent a significant majority of that time and effort as a practitioner working on a variety of strategic change efforts. The most relevant to your interests reflect my extensive experience and expertise in strategic planning as well as critical issues affecting higher education on a national basis. Highlights encompass more than two dozen multi-year strategic planning efforts with a wide variety of academic and non-academic organizations – including successful efforts with six community colleges in California during the past fifteen years (West Valley-Mission CCD, West Valley College, Mission College, Gavilan College, Evergreen Valley College, and San Jose City College). The focus of these efforts have all been on engaging all of the critical stakeholders in a particular institution – faculty, administrators, staff, students, and board members (where appropriate) – in collaboratively defining a coherent vision, identifying key strategic initiatives, developing an aggressive but workable action plan, and launching the implementation of that plan. Other highlights include multiple projects with the W. K. Kellogg Foundation (including a recent national task force report on *Leadership Reconsidered: Engaging Higher Education in Social Change*) as well as the development of the development/delivery of numerous programs on leadership, strategic change, and higher education (American Leadership Forum, CA Agricultural Leadership Program, and Harvard University).

**Related Experience.** In addition to these applied strategic planning efforts, I have also led the preparation of more than thirty strategic studies/plans for senior policy-makers at the federal, state, and local levels. Most of that work has focused on two broad areas of attention – national strategy and elder care – with an emphasis on developing collaborative solutions to problematic issues involving multiple sets of diverse stakeholders who often have very different ideas about what needs to be done. In recent years this broader strategic focus has led to new responsibilities as Chief Systems Scientist for the Systems of Systems Center of Excellence (SoSCE), which was established by the US Congress to lead the country’s efforts to develop more integrated strategies for hyper-complex issues affecting national defense, homeland security, international affairs, and other relevant concerns in a global context.

**References.** I am enclosing a brief biographical blurb, a representative list of clients, and a list of references who are all intimately involved with the strategic planning projects I helped conduct at community colleges. I have learned that strategic planning doesn’t work well in most circumstances – but especially in academe – unless it is done *with* people, rather than *to* them. Therefore, I have deliberately included a mix of references (CEOs, faculty members who held positions similar to yours, and board members) from different college constituencies so you can gather a range of perspectives about my work. I can also provide references who are familiar with other aspects of my qualifications, if you’re interested. I have not included Dr. Tsang, for obvious reasons, but he can give as good a sense of my potential contributions as anyone.

In closing, let me underscore a couple of pertinent points for the DPC’s consideration. First, developing a suitable strategic planning process for SMC will require a major effort over several years and whomever SMC selects as your consultant should be involved on a fairly regular basis. Second, if you find my qualifications worthy of further discussion, I would like to include Lois Lund as a co-consultant for the project. Not only is Lois absolutely first rate and knowledgeable about community college realities (she chaired the College Planning Council at San Jose City College and coordinated the strategic planning process there under Dr. Tsang’s leadership), but we work extremely well together. Third, although both of us are busy with other commitments, I am sanguine that we could collectively handle whatever involvement is required to meet SMC’s requirements unless the situation there is more challenging than I understand at this time.

Enough for now. I would be more than happy to discuss anything I’ve raised here in greater detail, if you or your colleagues have any questions. Note that I cannot be available to meet with the DPC in July, as you mentioned, since I will be in Salzburg then. However, depending on the timing, I think Lois may be available (you’ll have to check with her directly) to discuss our joint qualifications and learn more about what you’re envisioning. I will be back in early August and can talk after then if you’d like. In the meantime, feel free to contact me via email while I’m gone – I will be working out of my office in Salzburg and can respond fairly quickly from there if you have any time-sensitive questions that need addressing.

Bill

## *Bio Summary*

(1 June 06)

WILLIAM J. RECKMEYER, PhD

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Dr. Reckmeyer is Professor of Leadership & Systems at San Jose State University, Chief Systems Scientist at the Systems of Systems Center of Excellence (SoSCE), and a Visiting Scholar with the Center for International Security and Cooperation (CISAC) at Stanford University. He is also a Faculty member at the Salzburg Seminar's International Studies Program in Global Citizenship and a Core Faculty member in the California Agricultural Leadership Program. During the past 30 years, Bill has served as a Visiting Professor at many leading academic institutions in the United States (Harvard, University of Southern California, Maryland, and Stanford) and Europe (St. Gallen, Aveiro, Stockholm, Swedish Royal Institute of Technology). In addition, he has been a Kellogg National Leadership Fellow (1988-1992), a Salzburg Fellow (1995-2004), and President of the American Society for Cybernetics (1983-1985).

Based in Silicon Valley since 1977, his teaching, applied research, and consulting during the past 35 years have focused on collaborative strategies to implement lasting systemic changes in problematic organizational, community, societal, and national settings in the United States and abroad. Major areas of expertise include Systems Science/Cybernetics, Strategic Studies, Leadership Studies, Strategic Change Management, Higher Education, and Elder Care. During his career as a scholar-practitioner, Bill's work has focused on the use of advanced systems approaches to conduct more than a dozen multi-year strategic change projects and two dozen major policy studies with various institutions (academic, government, corporate, non-profit, philanthropic); but it has also included leadership development, invited talks, workshops, and executive coaching.

For the past fifteen years Bill has concentrated his attention on a series of projects in two areas of major importance to the United States, using a Systems of Systems (SoS) approach that he developed to enhance the ability of policy-makers, program managers, and other leaders to work more integratively on complex strategic/operational issues that transcend conventional disciplinary and institutional domains.

*National Strategy.* The first set of projects has included funded policy studies for senior decision-makers in the federal government on selected aspects of US national strategy in the 21<sup>st</sup> century. Work during the 1990s included studies that [1] developed a coherent approach for integrating trade and security as the backbone of America's strategy in a turbulent world; [2] investigated ways to restructure net-centric systems evolution in the Department of Defense; and [3] explored more effective win-win policies for shaping US-China relationships. He has continued this work as Chief Systems Scientist for SoSCE, which was established by Congress and is chartered by DoD to improve the integration of highly fragmented policies and practices. Dr. Reckmeyer is working with a team around the country to develop and apply robust SoS approaches to hyper-complex issues affecting national strategy, homeland security, and international affairs. Current projects include related efforts in the areas of capability-based acquisition, port security/maritime domain awareness,

critical infrastructure protection, SoS engineering, end-to-end distribution and deployment processes, and deployable joint command & control.

*Elder Care.* The second set of projects included funded policy studies for senior public officials in California to develop more integrated programs of systemic care for the frail elderly in several California counties, primarily in terms of enhancing their ability to age in home-like settings. These projects resulted in [1] the first Long Term Care Strategic Plan for the elderly and disabled population of Los Angeles County; [2] a pioneering model for coordinating the delivery of medical/mental/social/support services in Santa Clara County (Silicon Valley); [3] the specifications for a web-based information system to manage service delivery, and [4] establishment of a prototype to test service delivery at affordable housing sites in the City of San Jose.

In addition to his core responsibilities as a professor at San Jose State, Dr. Reckmeyer has also been active in his broader profession and community. Professional capacities have included service as President of the American Society for Cybernetics; National Program Consultant for the American Leadership Forum; leadership consultant with the Kellogg Foundation; US representative to the National Science Foundation's "US-USSR Project on the Fundamentals of Cybernetics and Systems Theory;" and chair of 3 major global systems conferences. Other service has included responsibilities as Editor-in-Chief of *General Systems Yearbook*, American Editor of *Systems Practice*, and as a member on the editorial boards for *Systems Research and Behavioral Science* and *Journal of Leadership Studies*. Community work has included service as a board member for local non-profit groups, including Co-Founder of Silicon Valley Regional Leadership Forum and President of the Board at Hospice of the Valley.

Bill is the author, co-author, and editor of more than 50 publications and studies. Highlights include *Revitalizing America: Developing a Coherent National Strategy for the 21st Century* (1993); *Leadership Readings* (1995/1996); *Revitalizing America as a Trading Nation: DoD Information Systems for the 21st Century* (1998); *Geriatric Health Care: Framing the Issues for Santa Clara County* (1998); *Leadership Reconsidered: Engaging Higher Education in Social Change* (2000); *Many Partners – A Single Vision: Long Term Care Strategic Plan for the Aged and Disabled of Los Angeles County* (2002); and *Emerging Global Cultures* (2003). Dr. Reckmeyer earned a BA in History from Randolph-Macon College, an MA and PhD in Russian Studies from American University, and has completed several post-doctoral programs in leadership at Harvard University.

### Selected Academic Consultations

American Council on Education  
Evergreen Valley College  
Franklin-McKinley School District  
Gavilan College  
Harvard University  
Mission College  
Monmouth College  
Purdue University  
San Jose City College  
San Jose State University  
University of Aveiro  
University of Karlstad  
University of Southern California  
University of St. Gallen  
University of Stockholm  
Western Association of Schools and Colleges  
West Valley-Mission Community College District  
West Valley College

### Selected Non-Academic Consultations

American Leadership Forum  
Arthur Anderson Inc.  
California Agricultural Leadership Program  
Catalyst Consulting Team  
Adolph Coors Company  
Council on Aging of Santa Clara County  
Electric Power Research Institute  
Inter-National Research Institute  
W. K. Kellogg Foundation  
KenTia Management Group  
Los Angeles County Area Agency on Aging  
William M. Mercer Inc.  
Niagara Mohawk Power Company  
Santa Clara County Health & Hospital System  
Santa Clara County Department of Public Health  
Semiconductor Equipment & Materials International  
Systems of Systems Center of Excellence  
Sun Microsystems Inc.

Selected References

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<p style="text-align: center;"><b>Rita Karlsten</b> Dean of Language Arts Evergreen Valley College 3095 Yerba Buena Road San Jose, CA 95020 USA rita.karlsten@evc.edu 408-274-7900 x6813 (V)</p>	<p style="text-align: center;"><b>Dr. Glenn E. Mayle</b> President Northeastern Oklahoma A&amp;M College 200 I Street NE Miami, OK 74354-6497 USA gmayle@neoam.cc.ok.us 918-540-6201 (V)</p>
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