

MEETING MINUTES

CJAB-AD HOC COMMITTEE: LEADERSHIP

Date: September 5, 2024

Time: 10:00 AM

Location: Microsoft Teams

IN ATTENDANCE

Don Fennimore (Chair), Neil Burkholder, Laura Rowland, Michele Miller, Kristi Fields, Chief Robert Glenny. Absent: Brian Sinnett, Warren Bladen, Kim Smith, Steve Nevada, Casey Darling-Horan.

APPROVAL OF MINUTES

Approved with no changes.

DISCUSSION

- Follow-up on Action steps from second meeting:
 - On July 15, 2024, Don, Neil, Laura, Kristi and Steve went to Shippensburg University (SU) and met with Scott Weller, Ph.D., Director of the Center for Juvenile Justice Training and Research (CJJT&R), as well as representatives from the Criminal Justice and Political Science Departments. The trip was enlightening. Amongst other topics of discussion, feedback from our visit included:
 - They're experiencing similar issues in the educational system that we're experiencing in the public human services sector:
 - Experiencing significantly decreased student enrollment: SU is down and it was reported that other universities are experiencing the same thing (IUP reportedly down from 15,000 students to 9,000 students)
 - Students are coming into the university environment with diminished communication skills.
 - Many students entering the university environment are not academically adept, which may be a result of "No Child Left Behind" initiatives at the primary and secondary levels of education.
 - Motivation is lacking and interest in public service is simply not there.

- The “Generation Z” mindset is different: primary motivator is work-life balance, with interest in having a voice in organizational decisions but little-to-no interest in carrying the responsibility for those decisions in a managerial capacity.
- College experience is not likely preparing students for the reality of a professional work environment.
- Artificial Intelligence (AI) is very present in the academic setting, not necessarily in a good way, and will present more challenges for us in the work environment.
- We are likely on the right track to examine the issue of leadership from a generational standpoint (“Baby Boomers”, “Generation X”, “Millennials”, “Generation Z”).

We posed the question as to whether there would be any interest from their standpoint in a research project but did not ask for any commitment at the meeting. They appeared to be interested in what we were doing. At first, we had the sense that they thought we were simply seeking out leadership development resource. And indeed, there is one at Shippensburg University called Frontline Leadership Credentialing Program

(<https://workforce.ship.edu/employers/frontline-leadership/>). As the discussion progressed, they realized that we were seeking deeper understanding.

After the meeting, on August 16, 2024, Dr. Weller sent an email to indicate that the Political Science Department is interested in working with us on a research project.

- Michele was able to learn more about how the Adams County National Bank provides internal opportunities for leadership development. A copy of that reply from ACNB is attached to these minutes.
- No update from Casey regarding an invite to the York Young Professionals organization to appear at a future meeting.
- Neil reports that PCCD is offering a training session: Recruiting, Hiring, Training & Retention Workshop, to be held at State College, PA on November 20-21, 2024. Registration is not yet open but will be open sometime in September. Initial report indicates there will be no charge to attend, however, there will be the fee for lodging. Neil checked with our CJAB PCCD liaison, Chris Murphy, who indicated there are no scholarship funds to cover expenses related to this workshop. Kristi reports that she intends to be present and can report back to the committee. Once registration information is available, it will be forwarded to the subcommittee membership.
- New Action Steps
 - The committee discussed the Shippensburg University research project scenario. No team member was opposed with moving forward. As Chief Glenn indicated, if we want to make any headway, we have no choice but to move forward. In order to do so, key discussions and buy-in must occur:
 - Acknowledgement and support for President Judge Michael George
 - Acknowledgement and support from the Board of Commissioners
 - Acknowledgement and support from at least the bigger police departments

Don has already had a concept discussion with Judge George. He has some interest but has not yet committed us to commit resources. He is interested in what the questions will be. He is not interested in this becoming some sort of “business process review”.

The Committee is requesting that Steve proceed to speak with the Commissioners. Michele will assist in moving that forward.

Chief Glenn will share this concept in his discussions with other police departments.

Don will also email Dr. Weller and let him know our current status.

- Committee is requesting that Casey make contact with a member of the York Young Professionals organization and invite them to a future ad hoc committee meeting.
- If Casey has a commitment from a member of that organization to attend the October 4th meeting, we will meet in person. Otherwise, we will meet via Teams. While we do not want to become a totally virtual committee, Teams does offer some flexibility that would otherwise result in absences from meetings.

NEXT MEETINGS

Projecting every six weeks:

- October 4, 2024 10:00 AM
- November 15, 2024 10:00 AM
- December 27, 2024 10:00 AM