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Collaborative Leadership and Practices

Academic Leadership In Community Colleges

**George R. Boggs, Christine Johnson
McPhail**



Academic Leadership In Community Colleges:

Academic Leadership in Community Colleges Alan T. Seagren, 1994-01-01 Many challenges face community technical and junior colleges as they prepare for the 21st century The more than 1 400 community colleges in the United States and Canada are led by approximately 14 000 academic deans and department heads each of whom must balance the demands of the students faculties sponsors community and the college itself As college enrollments increase so do responsibilities problems and stress Fur ther stress will come to bear upon com munity colleges in the next decade when 40% of their academic leaders are expected to retire There is justifiable concern about the identification recruitment and preparation of individuals to assume vacant leadership positions *Academic Leadership in Community Colleges* provides the neces sary touchstones and guidelines for per sons within institutions preparing for new leadership Written by professional educators this book is based on a survey of 3 000 deans and department heads in community col leges in the United States and Canada The survey disclosed the broad variety of responsibilities organizational structures and developmental strategies exercised by academic leaders in community colleges from coast to coast The research was conducted by the Center for the Study of Higher and Postsecondary Education at the University of Nebraska Lincoln and supported by the National Community College Chair Academy Introductory chapters present compara tive information about community col leges their various missions instructional units and demographic situations Other chapters focus on the beliefs and values tasks skills competition and challenges that greet academic leaders Readers will find useful strategies for confronting frequent problems and procedures for achieving greater college cohesion and efficiency

Community College Leadership and Administration Carlos Nevarez, J. Luke Wood, 2010 The breadth and depth of this book is unequalled The chapter on the community college s role in the achievement gap is must reading for the next generation of community college executives Ned Doffaney Chancellor North Orange County Community College *Breaking Tradition* Marilyn Amey, 2000 University based community college leadership programs are meeting not only student needs but also the needs within their states This report from the American Association of Community Colleges AACC s Leading Forward initiative highlights strategies and practices of six new programs formed since 2000 that are breaking tradition through their use of flexible scheduling innovative delivery methods and strong partnerships among universities community colleges and others concerned with developing community college leaders The insights and lessons discussed in this report should assist both college leaders and policymakers as they continue to tackle the critical task of nurturing and developing strong and effective leaders Contains 6 tables and 3 figures *Transformational Learning in Community Colleges* Chad Hoggan, Bill Browning (Consultant), 2019 *Transformational Learning in Community Colleges* details the profound social and emotional change that nontraditional and historically underserved students undergo when they enter community college Drawing on case study material and student observations the book outlines the systematic supports that two year institutions must put in place to help students achieve

their educational and professional goals The book offers guidance on how a renewed focus on student transformational learning can complement the skills curriculum accelerate current reforms and help lead to higher student success rates Chad Hoggan and Bill Browning have produced an excellent guide for assuring greater levels of success at the place community colleges and students meet at scale everyday the classroom It will provide community college academic leaders and faculty alike with a guide that will significantly improve student success in the classroom This book is both timely and relevant as the classroom becomes the next frontier for community college reformation Kenneth L Ender professor of practice The Belk Center for Community College Leadership and Research and president emeritus William Rainey Harper College Transformational Learning in Community Colleges makes a meaningful contribution to the literature on student success by addressing pressing challenges such as the need for coordinated efforts at the program level Intended for practitioners in community colleges and career pathways training programs this book focuses on the changes students experience in college and provides helpful real life examples case studies and applied strategies for readers to use Meredith Archer Hatch senior associate director for Workforce and Academic Alignment Achieving the Dream Chad D Hoggan is an associate professor of Adult Workforce and Continuing Professional Education in the Department of Educational Leadership Policy and Human Development at North Carolina State University Bill Browning is an independent consultant with a thirty year career combining management roles in corporate training a community based nonprofit community college and workforce development policy and leadership training Robert G Templin Jr is professor of the practice at the Belk Center for Community College Leadership and Research at North Carolina State University and senior fellow of the College Excellence Program at The Aspen Institute Academic Leadership and Governance of Higher Education James T. Harris, Jason E. Lane, Jeffrey C. Sun, Gail F. Baker, 2023-07-03 Winner of the 2012 ASHE CAHEP Barbara Townsend Lecture Award To prosper and thrive in an increasingly unpredictable national and global environment U S higher education will need to adapt innovate and evolve once again as it has during every major societal change over the past four centuries The purpose of this new edition published a turbulent decade after the first is to provide institutional leaders from department chairs to trustees with a broad understanding of the academic enterprise strategic guidance and key principles to assist them in navigating the future and drive the success of their institutions as they confront the unimagined Recognizing that the hallmark of higher education in the U S is the diversity of institution types each of which is affected differently by external and internal influences the authors provide examples and ideas drawn from the spectrum of colleges and universities in the not for profit sector This book covers the major functions and constituent departments and units within institutions the stakeholders from students and faculty through the echelons of administration the external environment of elected officials foundations philanthropists and the new changing media and innovations in teaching technology data analytics legal frameworks as well as economic demographic and political pressures The book is informed by the proposition that adhering to four principles which the

authors identify as having enabled institutions of higher education to successfully navigate ever changing and volatile pasts will enable them to flourish in the coming decades The four principles are 1 Be mission centric by making all key decisions based on a core mission and set of values 2 Be able to adapt to environmental change in alignment with the mission and core values 3 Be committed to democratic ideals by seeking to promote them and modeling democratic practices on and off campus 4 Be models for inclusion equity and positive social change

Team Leadership in Community Colleges George R. Boggs, Christine Johnson McPhail, 2023-07-03 This edited collection is the first book to address the topic of how leaders work with teams to manage and transform community colleges There is a need to develop better leadership teams in order to administer community colleges effectively and to improve these organizations whether it be an individual campus multi college system or state wide organization Edited by two long time leaders in the field the book includes contributions from many other experienced leaders and scholars of community colleges

Women in Academic Leadership Susan J. Bracken, Jeanie K. Allen, Diane R. Dean, 2023-07-03 Colleges and universities benefit from diversity in their leadership roles and profess to value diversity of thought of experience of person Yet why do women remain under represented in top academic leadership positions and in key positions along the academic career ladder Why don t they advance at a rate proportional to that of their male peers How do internal and external environmental contexts still influence who enters academic leadership and who survives and thrives in those roles Women in Academic Leadership complements its companion volumes in the Women in Academe series provoking readers to think critically about the gendered nature of academic leadership across the spectrum of institutional types It argues that leadership the academy and the nexus of academic leadership remain gendered structures steeped in male oriented norms and mores Blending research and reflection it explores the barriers and dilemmas that these structures present and the professional strategies and the personal choices women make in order to successfully surmount them The authors pose questions about how women leaders negotiate between their public and private selves They consider how women develop a vital sense of self efficacy along with the essential skills and knowledge they need in order to lead effectively how they cultivate opportunity and how they gain legitimacy and maintain authenticity in a male gendered arena For those who seek to create an institutional environment conducive to equity and opportunity this book offers insight into the pervasive barriers facing women of all colors and evidence of the need for a more complex multi dimensional view of leadership For women in academe who seek to reach their professional potential and maintain authenticity it offers encouragement and a myriad of strategies for their growth and development

The Impact of Age on Faculty Perceptions of Academic Leadership in Community Colleges Julie White Gooding, 1991

Generation X Presidents Leading Community Colleges Martha M. Ellis, Linda Garcia, 2017-03-08 The American Association of Community Colleges AACC reports over 900 presidential transitions in the last five years It also estimated that nearly 50% of presidents will retire in the next 5 years The flood of imminent retirements of sitting presidents

and other senior leaders from community colleges is widely known As community colleges are facing unprecedented challenges with the exodus of successful presidents Generation X leaders are stepping in to fulfill the vacant leadership positions This book is about them their views on the community college presidency new challenges facing community colleges balancing work and other obligations tapping future rock star leaders and what every president needs to know that was not taught in graduate school **Field Guide to Academic Leadership** Robert M. Diamond, Bronwyn E.

Adam, 2002-10-09 Once again Bob Diamond has cut to the heart of the matter and has given us a field guide actually a handbook of real hands on academic leadership He has assembled an elite group of contributors who provide insights and guidance which will be useful for all academic leaders new and old public or private CEO or assistant Charles E Glassick senior associate emeritus The Carnegie Foundation **Academic Leadership and Community College Chief**

Instructional Officers at Selected Single-college Districts Marjorie Dean Lewis, 1992 **Community College**

Leadership Pamela L. Eddy, 2023-07-03 Two year colleges are facing major change The majority will undergo a turnover in college presidencies in the next ten years at a time when they are being asked to be engines for economic growth enable more students and a greater diversity of students to gain 21st century qualifications and provide a pathway to higher degrees all with reduced state and local funding Recognizing that future community college leaders at all levels will manage increasingly complex organizations and face very different challenges than their predecessors this book provides a multidimensional model of leadership suited to these new demands and environments The model addresses issues of leader cognition race and gender the importance of culture and the need for more collaborative modes of communication and decision making to frame and implement change It recognizes that there is no longer any one way to lead and that the next generation of leaders will be more diverse possess experience and qualifications from a wider variety of careers and follow new pathways to their positions Leaders in the future will possess a cultural competency that is fostered by being lifelong learners Through over 75 individual interviews with leaders and campus members Eddy is able to provide examples of the model's components in practice and to illuminate which experiences proved the most relevant for these leaders on their route to upper administration She shows how her model intersects with the leadership competencies defined by the American Association of Community Colleges and proposes strategies for future leadership development This book is intended for anyone considering a leadership position at any level in a community college for college administrators and boards responsible for leadership development programs and for individuals in corresponding organizations who conduct training programs for aspiring leaders Likewise those employed at four year universities may find value in the model as a developmental tool **Generation X Presidents Leading Community Colleges** Martha M. Ellis, Linda García, 2017 The American Association of Community Colleges AACC reports over 900 presidential transitions in the last five years It also estimated that nearly 50% of presidents will retire in the next 5 years The flood of imminent retirements of sitting presidents

and other senior leaders from community colleges is widely known As community colleges are facing unprecedented challenges with the exodus of successful presidents Generation X leaders are stepping in to fulfill the vacant leadership positions This book is about them their views on the community college presidency new challenges facing community colleges balancing work and other obligations tapping future rock star leaders and what every president needs to know that was not taught in graduate school *Barriers Facing Women in Achieving Academic Leadership Positions in Community Colleges* Angela Starling Wheeler,1997 **Academic Leadership** Sue Wells,Marilyn Herie,2017-05-16 Academic Leadership A Reflective Practice Guide for Community College Chairs The true measure of your own leadership capacity is the extent to which you are able to support your team in becoming leaders themselves Community College Chairs have dual roles On one hand they need to manage their own and others work to advance the strategic and business directions and commitments of the college On the other hand they need to lead their department team in ways that mobilize inspire and develop each individual such that all employees are highly engaged in working to their full capacity Complex challenging and exciting the Chair s role is vital to the success of the college as a learning centered organization This manual distills the practice wisdom of two seasoned academic leaders providing a menu of reflective leadership practice activities tools for eliciting feedback from others and practical tips for creating a high functioning and positive departmental culture Illustrated throughout with personal leadership stories and case examples the manual provides a roadmap to leadership success for both new and experienced Academic Chairs **A Guide for Leaders in Higher Education** Brent D. Ruben,Richard De Lisi,Ralph A. Gigliotti,2023-07-03 FIRST EDITION SPECIAL RECOGNITION Winner of the 2018 Sue DeWine Distinguished Scholarly Book Award National Communication Association Applied Communication Division REVIEWS OF THE FIRST EDITION The book provides frameworks and resources that would be highly relevant for new and aspiring department chairs In fact this text is ideally designed to serve as a selection for a book discussion group The Department Chair Succeeds in providing accessible and useful resources to individuals across different leadership roles As a midpoint between textbook and reference work it is successful at both and provides a clear and unbiased background to issues facing current leaders Reflective Teaching During a time of unprecedented challenges facing higher education the need for effective leadership for informal and formal leaders across the organization has never been more imperative Since publication of the first edition the environment for higher education has become more critical and complex Whether facing falling enrollments questions of economic sustainability the changing composition of the faculty and student bodies differential retention and graduation rates declining public confidence in the enterprise or the rise in the use of virtual technologies not to mention how COVID 19 and an intensified focus on long standing issues of racial and gender representation and equity have impacted institutions and challenged many long standing assumptions it is clear that learning on the job no longer suffices Leadership development in higher education has become essential for advancing institutional effectiveness which is the focus of this

book Taking into account the imperative issues of diversity inclusion and belonging and the context of institutional mission and culture this book centers on developing capacities for designing and implementing plans strategies and structures connecting and engaging with colleagues and students and communicating and collaborating with external constituencies in order to shape decisions and policies It highlights the need to think broadly about the purposes of higher education and the dynamics of organizational excellence and to apply these insights effectively in goal setting planning and change leadership outcomes assessment addressing crises and continuous improvement at both the level of the individual and organization The concepts and tools in this book are equally valuable for faculty and staff leaders whether in formal leadership roles such as deans chairs or directors of institutes committees or task forces or those who perform informal leadership functions within their departments disciplines or institutions It can be used as a professional guide a textbook in graduate courses or as a resource in leadership training and development programs Each chapter concludes with a series of case studies and guiding questions

Leadership Strategies for Community College Executives Gunder Myran, George A. Baker III, Beverly Simone, Tony Zeiss, 2003-08 Presidents executive teams governing boards administrators faculty leaders and graduate students alike will benefit from this comprehensive primer Designed to help professionals at all stages of their careers this resource is particularly useful to the growing number of new CEOs Thorough attention is paid to operational principles and organizational design as well as policy development in both general and specific contexts such as students curriculum staff and resource development Look for special chapters on crisis management as well as practical advice for new CEOs

A Practical Guide to Becoming a Community College President Edward J. Valeau, Rosalind Latiner Raby, 2021-05-26 This practical resource helps aspiring leaders demystify the challenges associated with becoming a community college president Building on existing scholarship and research related to historical origins of the community college this book explores the role and function of the presidency discusses existing demographics and the importance of meeting the needs of a diverse student population and unpacks the required competencies and leadership challenges related to becoming a community college president Including real voices from award winning and current presidents as well as a step by step approach to attaining the position this is an important resource that speaks to the needs of today and tomorrows community college leaders

Leadership Practices, Self-efficacy, and Role Expectations of Community College Academic Leaders During Change Elizabeth Kristen Gandt Spagnola, 2022 Higher education institutions in the United States currently face ongoing challenges and difficulties beginning in 2008 with the fiscal crisis which created a need for education and retraining for man demand for greater accountability by institutions and a fundamental shift in the perceived value of higher education Academic leaders of post secondary institutions in particular community colleges have encountered this shift in society s view of the value of a college degree and now see a demand for greater skills and employability within the workforce For academic leaders to meet these new expectations an understanding of leadership styles focused on the characterization of

their self-efficacies and a knowledge of the institutional role expectations is needed to lead during times of uncertainty and change. The study employs an explanatory single case design to establish to what extent an academic leader's perception of their leadership practices, self-efficacy, and institutional role expectations influence change. Defining the role of the academic leader in higher educational institutions will enable community colleges to remain sustainable and competitive in unparalleled economic and societal times. The participants of the study are individuals with the titles of dean within the academic affairs division from a selected two-year public community college in the Northeastern region of the United States. The study will employ Bolman and Deal's Leadership Orientation Survey. Bolman noted to first identify the leadership orientation practices of the selected academic leaders followed by semi-structured interviews to provide a deeper, more detailed data. Bogdan and Biklen (2007) explained that interviews generate rich data filled with words that reveal the respondents' perspective, p. 96, affording the interviewer the ability to gain a general understanding of the range of perspectives on the subject, p. 96. The significance of the study will provide academic leaders and senior community college administration an understanding of the relationship of the role of leadership, its practice, and self-efficacy and the perspective necessary for academic leaders to offer a direction for change.

Black Women's Pathways to Executive Academic Leadership: Lessons from Lived Experiences Crystal Chambers, Ph.D., 2023-09-19

Over half of college presidents (55%) are planning to step down from their positions within the next five years. This impending change in leadership, particularly among underrepresented groups, presents an opportunity not only to diversify leadership but more importantly address the need for leaders who understand the experiences of racially and ethnically diverse student bodies who can identify barriers that mask merit and who can garner support to make campuses welcoming and inclusive spaces for all. Through personal reflections and insights, the authors in this volume provide a comprehensive analysis of the experiences and challenges faced by Black women leaders in community colleges (HBCUs) and predominantly White institutions (PWIs) and offers a comprehensive practical and research-based exploration of executive academic leadership, providing valuable insights and guidance for current and aspiring leaders in higher education and the importance of traditional and nontraditional leadership pathways to an ever-changing academic environment. Included is a powerful call to action for institutions of higher education to prioritize diversity and inclusion in their leadership structures and to recognize and support invaluable contributions of Black women leaders in shaping the future of education.

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