Community College Leadership

A Multidimensional Model for Leading Change

Pamela L. Eddy

Foreword by George R. Boggs

Community College Leadership A Multidimensional Model For Leading Change

Jeffrey L. Buller

Community College Leadership A Multidimensional Model For Leading Change:

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   *Community College Leadership* Pamela Lynn Eddy,2023 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   *Leading for the Future: Alignment of AACC Competencies with Practice* Pamela L. Eddy,2012-11-15 The AACC competencies were initially developed to help provide guidance in developing community college leaders because of predictions of a leadership crisis in the two year college sector Since their creation the competencies have been used to direct topics in leadership development programs and to guide future leaders about what skills are critical to master Yet scant research exists on the use of the competencies in practice or on analysis of the competencies within the changing higher education climate This issue provides a review of the research on the competencies in the field and posits several strategies for the future use of the competencies and potential changes to the competencies This is the 159th volume of this Jossey Bass quarterly report series Essential to the professional libraries of presidents vice presidents deans and other leaders in today s open door institutions New Directions for Community Colleges provides expert guidance in meeting the challenges of their distinctive and expanding educational mission   *Applying College Change Theories to Student Affairs Practice* C. Casey Ozaki,Robin L. Spaid,2016-06-14 Student affairs professionals are critical to the efforts to improve students experiences and outcomes especially in two year institutions This volume explores the history of student development and college impact theories and models in relation to two year institutions Topics covered include analysis of the applicability of the literature for diverse and current community colleges and student populations implications for practitioners and presentation of alternative models and lenses This is the 174th volume of this Jossey Bass quarterly report series Essential to the professional libraries of presidents vice presidents deans and other leaders in today s open door institutions New Directions for Community Colleges provides expert guidance in meeting the challenges of their distinctive and expanding educational mission   Constructions of Gender Pamela L. Eddy,2017-10-16 A ground swell of activism on campus is underway to recognize a wider understandings of gender to support long time marginalized populations and to open up leadership pipelines that result in a reflection of the populations community colleges servewhich include women minorities and diverse stakeholders This issue expands on the research regarding the stubborn persistence of the glass ceiling and thinking about constructions of gender inclusivity and strategies to advance equity for all Tackling new and extended conceptions of gender to include issues facing the LGBTQ community it highlights the intersections of race and gender addresses how gender performance continues to influence the experiences of men and women in the 2 year college sector presents strategies for supporting women leaders updates readers on the Clery Act on campus and includes strategies for

inclusivity This is the 179th volume of this Jossey Bass quarterly report series Essential to the professional libraries of presidents vice presidents deans and other leaders in today s open door institutions New Directions for Community Colleges provides expert guidance in meeting the challenges of their distinctive and expanding educational mission   **Unlocking Opportunity through Broadly Accessible Institutions** Gloria Crisp,Kevin R. McClure,Cecilia M. Orphan,2021-12-29 This groundbreaking resource highlights the unique mission and purpose of bachelor s degree granting accessible institutions BAIs exploring the challenges and opportunities present within these institutions and offering a counterpoint to the current dialogue that frames these institutions with a deficit perspective Featuring a broad range of esteemed and influential voices in the field of higher education policy research and administration this unique collection argues that BAIs are an important but overlooked category of institutions in American post secondary education and demonstrates the critical role that BAIs play in the higher education landscape distinct from traditional community colleges and elite universities Chapters cover key issues such as educational policy leadership opportunities faculty the role of geography racial equity and developmental education Ultimately this edited volume challenges damaging assumptions about the organizational nature purpose and role of BAIs in shaping educational opportunity for diverse student populations and therefore contributes valuable scholarship to the ongoing dialogue and debate around achieving equity in higher education access in the United States   **Challenges and Opportunities for Women in Higher Education Leadership** Schnackenberg, Heidi L.,Simard, Denise A.,2018-12-07 This title is an IGI Global Core Reference for 2019 as it is one of the best selling reference books within the Education subject area in January 2019 providing trending and emerging research around how gender intersects with specific challenges issues and strategies within higher education Edited by prominent IGI Global editors from the State University of New York at Plattsburgh U S this publication is ideally designed for educators researchers academicians scholars policymakers educational administrators graduate level students and pre service teachers Challenges and Opportunities for Women in Higher Education Leadership is a pivotal reference source that provides vital research on the specific challenges issues strategies and solutions that are associated with diverse leadership in higher education While highlighting topics such as educational administration leader mentorship and professional promotion this publication explores evidence based professional practice for women in higher education who are currently in or are seeking positions of leadership as well as the methods of nurturing women in administrative positions This book is ideally designed for educators researchers academicians scholars policymakers educational administrators graduate level students and pre service teachers seeking current research on the state of educational leadership in regard to gender   **Change Leadership in Higher Education** Jeffrey L. Buller,2014-12-02 Initiate innovation and get things done with a guide to theprocess of academic change Change Leadership in Higher Education is a call toaction urging administrators in higher education to get proactiveabout change The author applies positive and creative leadershipprinciples to the issue of leading change in higher education providing a much

needed blueprint for changing the way changehappens and how the system reacts Readers will examine fourdifferent models of change and look at change itself through tendifferent analytical lenses to highlight the areas where thecurrent approach could be beneficially altered The book accountsfor the nuances in higher education culture and environment andhelps administrators see that change is natural and valuable andcan be addressed in creative and innovative ways The traditional model of education has been disrupted by MOOCs faculty unions online instruction helicopter parents and muchmore leaving academic leaders accustomed to managing change Leading change however is unfamiliar territory This bookis a guide to being proactive about change in a way that ensures ahealthy future for the institution complete with models and toolsthat help lead the way Readers will Learn to lead change instead of simply managing it Examine different models of change and redefine existingapproaches Discover a blueprint for changing the process of change Analyze academic change through different lenses to gain awider perspective Leading change involves some challenges but this useful guideis a strong conceptual and pragmatic resource for forecasting thosechallenges and going in prepared Administrators and faculty nolonger satisfied with the status quo can look to ChangeLeadership in Higher Education for real actionable guidance ongetting change accomplished   **Envisioning Critical Race Praxis in Higher Education Through Counter-Storytelling** Natasha N. Croom,Tyson E.J. Marsh,2016-03-01 While critical race theory is a framework employed by activists and scholars within and outside the confines of education there are limited resources for leadership practitioners that provide insight into critical race theory and the possibilities of implementing a critical race praxis approach to leadership With a continued top down approach to educational policy and practice it is imperative that higher education leaders understand how critical race theory and praxis can assist them in utilizing their agency and roles as leaders to identify and challenge institutional and systemic racism and other forms manifestations of oppression Stovall 2004 In the tradition of critical race theory we are charged with the task of operationalizing theory into practice in the struggle for and commitment to social justice Though higher education leaders and leadership programs are often absent in this process given their influence and power higher education leaders need to be engaged in this endeavor The objective of this edited volume is to draw upon critical race counter stories and praxis for the purpose of providing higher education leaders in training and practicing higher education leaders with tangible narratives that demonstrate how racism and its intersectionality with other forms of oppression manifest within higher education An additional aim of this book is to provide leaders with a working knowledge of the central tenets of critical race theory and the tools that are required in recognizing how they might be complicit in the reproduction of institutional and systemic racism and other forms of oppression More precisely this edited volume intends to draw upon and center the lived experiences and voices of contributors that have experienced racism in higher education Through the use of critical race methodology and counter storytelling Sol rzano Yosso 2002 contributors will share and interrogate their experiences while offering current and future higher education

leaders insight in recognizing how racism functions within their respective institutions and how they can address it The intended goal of this edited volume is to translate critical race theory into practice while emphasizing the need for higher education leaders to develop a critical race praxis and anti racist approach to leadership **The American Community College** Arthur M. Cohen,Florence B. Brawer,Carrie B. Kisker,2013-09-16 For more than thirty years The American Community College has been the go to reference for faculty administrators trustees state level officials and researchers concerned with the role of community colleges in the American educational system the services they provide and their effects on students and surrounding communities Now in its sixth edition The American Community College includes a new chapter on student outcomes and accountability a case for reconceptualizing general education around critical thinking civic engagement and sustainable development and an appendix examining the ascendant for profit sector The sixth edition also incorporates expanded analyses of recent trends within the community colleges including vertical expansion cross sector collaboration student and faculty characteristics enrollment patterns revenue generation and state allocation patterns including performance based funding distance learning and statewide efforts to improve transfer and articulation In addition the authors include a response to contemporary criticisms of the institution Comprehensive in scope the sixth edition of The American Community College is designed for anyone concerned with the role and purpose of community institutions in American higher education The descriptions and analyses of each of the institution s functions can be used by administrators who want to learn about practices that have proven successful at other colleges curriculum planners involved in program revisions faculty members seeking ideas for modifying their courses students preparing for careers in community colleges and trustees and officials concerned with college policies and student progress and outcomes Each chapter of the book includes guiding questions for reflection and discussion   Developing Tomorrow's Leaders Pamela L. Eddy,Debbie L. Sydow,Richard L. Alfred,Regina L. Garza-Mitchell,2015-07-22 The contributions of community colleges to society are well documented Yet today s community colleges are at a cross road Decreases in funding support a push for college completion attention on developmental course work and a host of other demands create a dynamic context for community college operations Who leads these colleges matters as they face these demands and how they lead influences outcomes Pending leadership retirements provide a prime opportunity for thinking about community college leadership in new ways Entering this environment are prospective and aspiring leaders who are often not adequately prepared for the complexities of managing in a paradoxical organization The era of accountability puts a fine point on the need for leaders to pay heed to the policy making process and to requirements dictated by state legislative bodies and accreditation bodies Foundations and grant funders serve as instigators for changes in community colleges as well and also support research into ways to link employer needs to college curricular changes This book argues that neo leaders are required to lead transformational change for today and tomorrow s community colleges No longer can we rely on single leaders atop a hierarchy Talent throughout the

institution must be tapped The authors argue that networked leadership is needed For networked leadership we begin to advance thinking about the role of networks and connections among leaders throughout the college and beyond the college s walls This volume outlines underlying values critical for neo leaders and offers questions leaders at various levels can use to jumpstart the type of courageous conversations needed on campus The tools presented in this book provide current and aspiring leaders with resources to prepare for successfully leading the way and developing new leaders to shape the future Our community colleges and their students require nothing less *Higher Education Leadership* Rozana Carducci,Jordan Harper,Adrianna Kezar,2024-02-06 Sharing the new and evolving approaches to higher education leadership that foster liberatory systemic change Higher Education Leadership offers a groundbreaking exploration of leadership in higher education Rozana Carducci Jordan Harper and Adrianna Kezar challenge traditional paradigms and ideologies that hinder progress advocating instead for liberatory systemic change The authors highlight new and evolving interdisciplinary leadership approaches for resisting and dismantling oppressive systems including neoliberalism and white supremacy within and beyond higher education organizations This comprehensive textbook synthesizes decades of leadership scholarship and dissects the limitations of hierarchical and individual centered models prevalent in higher education Through critical analysis the authors unveil process centered shared power and equity oriented approaches that prioritize liberation By translating classic and revolutionary theories they empower current and aspiring higher education leaders to reimagine their roles to create more meaningful impact The authors bring theory to life by exploring the specific context of higher education and providing practical applications Their survey also identifies gaps in knowledge and methodologies and provides ideas for future leadership research They invite readers to view leadership as both a problem to be interrogated and dismantled as well as a pathway to a more liberatory future By recognizing these dual possibilities of leadership the authors open the door to powerful insights while also offering a cautionary tale With enriching case studies vignettes and discussion questions Higher Education Leadership serves as an essential resource for graduate classrooms and professionals seeking to critique existing leadership practices and forge new pathways that foster equity and systemic transformation This thought provoking textbook offers a new vision for higher education scholars and leaders committed to fostering inclusive anti racist and equitable universities Handbook of Research on the Changing Role of College and University Leadership Miller, Michael T.,Gearhart, G. David,2021-06-04 Higher education has changed significantly over the past 50 years and the individuals who provide leadership for these institutions has similarly changed The pathway to the college presidency once the domain of academic administration has diversified as an increasing number of development officers student affairs and enrollment management professionals and even politicians have become common in the role It is important to understand who the presidents are in the current environment and the challenges they face Challenges such as dealing with the COVID 19 pandemic enrollment shortfalls Title IX and athletic scandals have risen to the forefront and have contributed to the issues

and role of college and university leadership The Handbook of Research on the Changing Role of College and University Leadership provides important research on the topic of college and university leadership especially focusing on the changing role of the college president The chapters discuss college leadership as it is now and how it will evolve into the future Topics included are the role of the president at various types of universities their involvement within university functions and activities and the duties they must carry out and challenges they face This book is ideal for professionals and researchers working in higher education including faculty members who specialize in education public administration the social sciences and management along with teachers administrators teacher educators practitioners researchers academicians and students who are interested in college and university leadership and how this role is transforming *Understanding Community Colleges* John S. Levin,Susan T. Kater,2018-03-21 Understanding Community Colleges provides a critical examination of contemporary issues and practices and policy of community colleges This contributed volume brings together highly respected scholars as well as new scholars for a comprehensive analysis of the community college landscape including management and governance finance student demographics and development teaching and learning policy faculty and workforce development At the end of each chapter the Questions for Discussion section helps to bridge the gap between research and practice Written for students enrolled in higher education and community college graduate programs as well as social sciences scholars this provocative new edition covers the latest developments in the field including trends in enrollment developmental education student services funding and shared governance *The SAGE Encyclopedia of Higher Education* Miriam E. David,Marilyn J. Amey,2020-05-21 Higher Education is in a state of ferment People are seriously discussing whether the medieval ideal of the university as being excellent in all areas makes sense today given the number of universities that we have in the world Student fees are changing the orientation of students to the system The high rate of non repayment of fees in the UK is provoking difficult questions about whether the current system of funding makes sense There are disputes about the ratio of research to teaching and further discussions about the international delivery of courses

Faculty Members' Scholarly Learning Across Institutional Types Vicki L. Baker,Aimee LaPointe Terosky,Edna Martinez,2017-09-18 Explore an important yet understudied concept faculty scholarly learning Taking a broad view this volume explains how scholarly learning is defined and conceptualized by scholars The authors synthesize the recent literature and organize the findings according to Boyers four forms of scholarship discovery teaching engagement and integration They then offer a counternarrative to faculty scholarly learning and the ways in which it is enacted and supported Recommendations for developing supporting and evaluating faculty scholarly learning are also presented This volume answers What does scholarly learning look like at different types of institutions What contexts and or supports hinder or help faculty members scholarly learning at the different institutional types What challenges are noted in the extant literature on faculty work around further study or better understanding of faculty members scholarly learning across institutional types

This is the second issue of the 43rd volume of the Jossey Bass series ASHE Higher Education Report Each monograph is the definitive analysis of a tough higher education issue based on thorough research of pertinent literature and institutional experiences Topics are identified by a national survey Noted practitioners and scholars are then commissioned to write the reports with experts providing critical reviews of each manuscript before publication **The Evolving College Presidency: Emerging Trends, Issues, and Challenges** Martin III, Quincy,Cooney, Matthew A.,2022-06-24 Incoming college presidents are entering the job at a time when the role is increasingly challenging as they are asked to do more decide and act faster create and maintain more relationships and demonstrate successes while under an unrelenting microscope The range of leadership skills and competencies surrounding the current college presidency requires well prepared and well informed college presidential aspirants Research shows there is no formal training framework available in colleges to prepare successful candidates for the presidency Consequently most incoming college presidents have lamented being ill prepared for the role The Evolving College Presidency Emerging Trends Issues and Challenges provides guidance and career trajectory advice for aspiring college presidents as they prepare to take on this challenging and dynamic role The text also explores the emerging trends issues and challenges of the college presidency including issues such as diversity and inclusion funding and fundraising and political issues Covering a range of critical topics such as student affairs and community relationships this reference work is vital for higher education professionals administrators researchers practitioners scholars academicians instructors and students **Leadership Talks** Frank Fernandez,Hilary L. Coulson,Yali Zou,2024-11-05 Presenting a diverse and inclusive overview of academic leadership this timely work will be of use and interest to current future and aspiring leaders in higher education along with higher education scholars and students **Supporting Student Affairs Professionals** C. Casey Ozaki,Anne M. Hornak,Christina J. Lunceford,2014-06-24 Student affairs and services play a critical role in student learning and success as well as the level at which community colleges meet institutional outcomes The evolution of student affairs as a field and recognition of its role in student experiences underscore its importance in the effort to provide quality education to college students This volume provides a framework for excellence in student affairs work at community colleges including assessing quality and outcomes for program development and accreditation The authors explore Excellence in preparing and developing professionals at multiple stages in their careers Creating and using professional standards and competencies Understanding the role of accreditation in professional practice The issue also includes a discussion of implications for community college student affairs preparation and practice This is the 166th volume of this Jossey Bass quarterly report series Essential to the professional libraries of presidents vice presidents deans and other leaders in today s open door institutions New Directions for Community Colleges provides expert guidance in meeting the challenges of their distinctive and expanding educational mission *Leadership Theory and the Community College* Carlos Nevarez,J. Luke Wood,Rose Penrose,2023-07-03 This book presents leaders and aspiring leaders in

community colleges with a theoretical and practical framework for analyzing their leadership styles and determining the dimensions of leadership they need to improve in order to strengthen their capacity to resolve complex issues and effectively guide their institutions It does so through presenting theories about leadership that are congruent with the notions of equity access diversity ethics critical inquiry transformational change and social justice that drive the missions of community colleges and at the same time provides the reader with the strategic skills to prepare for and navigate the profound changes ahead Readers will gain an understanding of how to use theory as a tool to guide their practice better understand the intricacies of the issues confronting them the power dynamics and organizational context in which they operate predict potential outcomes and develop processes to achieve desired outcomes Utilizing theory in conjunction with case study analysis provides community college leaders with the tools needed to comprehensively interrogate and inform decision making processes The authors provide a number of rich and realistically complex case studies all of which are situated in a community college environment to which readers can apply the various theories and perspectives develop their view about the principles and actions most likely to lead to satisfactory outcomes and hone the approaches to leadership that are authentic to them and effective The authors aim to help readers develop the multi faceted approach to leadership that is essential to running complex organizations They aim to promote development of the whole leader through a three fold framework of theory practice and introspection in context of institutional change In doing so leaders will be better equipped to lead community colleges in challenging times The authors tie AACC s competencies to the leadership theories they cover as well as to the analysis of the case studies and leadership inventories as an essential framework for developing the skill sets to enact the community college mission The book is suitable for personal reading and reflection institutional leadership retreats and training and as a text for higher education courses

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Community College Leadership A Multidimensional Model For Leading Change Introduction

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