

21ST CENTURY COMMUNITY COLLEGE CAREER AND TECHNICAL EDUCATION LEADER

Dr. Janice Nahra Friedel

Dr. Tom Oliver

California State University Northridge

Dr. Janice Nahra Friedel

- ✘ Professor, Educational Leadership and Policy Studies, California State University Northridge
- ✘ Experience includes 28 years of college, district and state level community college and CTE administrative and leadership experience, including:
 - + Served 11 years as the Iowa Administrator for Community Colleges and Workforce Preparation, and the Iowa State Director for Career and Technical Education
 - + President of Lexington Community College, Lexington Kentucky

Dr. Janice Nahra Friedel (Cont.)

- + Associate Vice Chancellor of Academic Affairs and Planning, Eastern Iowa Community College District (EICCD)
- + Director of Curriculum Development and Program Evaluation (EICCD)
- + Dean of Community and Continuing Education, Scott Community College

Dr. Tom Oliver

- ✘ Lecture, Educational Leadership and Policy Studies, California State University, Northridge
- ✘ 31 years California Community College Faculty member and Administrator
- ✘ Four years California Community College President - Pierce College and LA Mission College

Dr. Tom Oliver (Cont.)

- ✘ Eight years California Community College Academic Vice President ,Pierce College and LA Mission College
- ✘ Three years California Community College Dean of Vocational Education, LA Valley College
- ✘ President – Owner, Edison Technical Institute
- ✘ 16 years California Community College Faculty Member

“THE NEED FOR LEADERSHIP HASN’T CHANGED, BUT THE
CONTEXT IN WHICH LEADERS OPERATE HAS SHIFTED
DRAMATICALLY.”

Kouzes & Posner (2000)

Leadership Challenge (*Kouzes & Posner, 2000*)

- ✘ Is about how leaders mobilize others to want to get extraordinary things done in organizations.
- ✘ Is about the practices leaders use to transform:
 - + Values into action
 - + Vision into realities
 - + Obstacles into innovation
 - + Separateness into solidarity
 - + Risks into rewards

INTRODUCTION OF DOCTORAL PROGRAM IN COMMUNITY COLLEGE LEADERSHIP AT CSUN



Mission

- ✘ To create a network of community college administrators prepared to effect profound change in teaching and learning that leads to improved student achievement



Creating Change Agents For Community Colleges

- ✘ Improving urban education is a national priority.
- ✘ CSUN is a leader in educational innovation and excellence.



Student Learning Outcomes

1. **Planning systemic reform and managing the change process** in collaboration with fellow educators and other stakeholders, based on a shared vision of learning.
2. Guiding and supporting staff in **nurturing a community college culture** and program conducive to the **effective instruction** of all students and to the professional growth of all employees.

Student Learning Outcomes (cont.)

3. Using **data and technology** effectively to assess student achievement, evaluate staff and programs, and plan and implement accountability systems.
4. Becoming **critical consumers** of educational research and producers of **action research** who apply the lessons of research to student, for community college improvement.

Student Learning Outcomes

5. **Promoting cultural proficient** policies and practices that recognize and value difference and ensure equity.
6. **Managing fiscal, physical, and human resources** to ensure an effective, safe learning and working environment.
7. **Collaborating** with families and community members, responding to diverse community interests and needs, and mobilizing community resources at the local, state, and federal level.

Student Learning Outcomes

8. **Modeling ethical practice;** strong skills in communication and collaboration; and the development of leadership capacity in oneself and others.
9. Understanding, navigating, responding to, and influencing the larger **policy environment** and the political, social, economic, legal, and cultural context of education.

Program Features

- ✘ Classes are held **one evening** a week on the CSUN campus
- ✘ **Three-year program** designed for working professionals
- ✘ **Separate cohorts** for PreK-12 and community college leaders
- ✘ **Mentoring** by experienced community college administrators in the field
- ✘ Fostering **research-based** best practice to improve student achievement



Courses

- ✘ ELPS 700. The Art of Collaborative Leadership
- ✘ ELPS 705. Community College Organizational Complexity and Change
- ✘ ELPS 710. Curricular and Instructional Leadership for Systemic Reform for Community Colleges
- ✘ ELPS 715. Leading Change Through Cultural Competence
- ✘ ELPS 720. Community College Finance and Enrollment Management
- ✘ ELPS 725. Instructional Assessment and Program Evaluation

Courses

- ✘ ELPS 735. Community College Law and Policy in Postsecondary Education
- ✘ ELPS 740. The Entrepreneurship in Education
- ✘ ELPS 745. The Science of Administration
- ✘ ELPS 750. The Ethical Dimensions of Community College Leadership
- ✘ ELPS 755. Human Resources in Educational Organizations
- ✘ ELPS 760. Field-based Inquiry I
- ✘ ELPS 770. and 775 Applied Qualitative and Quantitative Inquiry
- ✘ ELPS 789. Dissertation Seminar

AMERICAN ASSOCIATION
OF COMMUNITY
COLLEGES



Competencies for
Community College Leaders

AACC Statement on Competencies For Community College Leaders

1. Leadership can be learned.
2. Many members of the community college community can lead. The competencies will shift in importance depending upon the level of the leader.
3. Effective leadership is a combination of effective management and vision.

AACC Statement on Competencies For Community College Leaders (cont.)

4. Learning leadership is a life-long process, the movement of which is influenced by personal and career maturity as well as other developmental processes.
5. The leadership gap can be addressed through a variety of strategies such as college grow-your-own programs, AACC council and university programs, state system programs, residential institutes, coaching, mentoring, on-line and blended approaches.

AACC Competencies

- ✘ **Collaboration** - *An effective community college leader develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of all students, and sustain the community college mission.*
- ✘ **Resource Management** - *An effective community college leader equitably and ethically sustains people, processes and information as well as physical and financial assets to fulfill the mission, vision and goals of the community college.*

AACC Competencies (cont.)

- ✘ **Communication** - *An effective community college leader uses clear listening, speaking, and writing skills to engage in honest, open dialogue at all levels of the college and its surrounding community, to promote the success of all students, and to sustain the community college mission.*
- ✘ **Professionalism** - *An effective community college leader works ethically to set high standards for self and others, continuously improve self and surroundings, demonstrate accountability to and for the institution, and ensure the long-term viability of the college and community.*

AACC Competencies (cont.)

- ✘ **Organizational Strategy** - *An effective community college leader strategically improves the quality of the institution, protects the long-term health of the organization, promotes the success of all students and sustains the community college mission, based on knowledge of the organization, its environment and future trends.*
- ✘ **Community College Advocacy** - *An effective community college leader understands, commits to and advocates for the mission, vision and goals of the community college.*

National Council for Continuing Education and Training

THE CHALLENGE OF CHANGE

10 Reasons Why Your College And Programs Need To Change

1. The times they are a-changin' - except in education
2. Change in education will come through redefining relationships
3. The higher education business model – if there is one – is antiquated and unresponsive
4. Students are changing far more rapidly than the colleges that recruit them
5. The professoriate is aging – crisis or opportunity?

10 Reasons Why Your College And Programs Need To Change

6. The brick and mortar campus no longer holds the local knowledge monopoly
7. The next tidal wave of new students will be our former students
8. Declining funding will require colleges to seek new revenue streams to assure sustainability
9. Today's classrooms are showing their age
10. Online learning will continue to grow, providing opportunities as well as challenges to traditional education

Six fundamental forces driving
**THE COMMUNITY COLLEGES AND
OCCUPATIONAL EDUCATION IN THE
FUTURE:**

Six Fundamental Forces

1. Radically changing student needs and interest
2. Faculty and staff concerns about Teaching
3. Technology and other learning centered emerging trends
4. Fiscal uncertainty
5. Community, business, and industry retooling
6. Political shifts at the federal, state and local level

Community College Leadership Issues

1. Being a Community College Entrepreneurial Leader
2. Vision and Mission Creep
3. Community College Organization
4. Accreditation / Student Learning Outcomes (SLO's)
5. Student Success / Transfer
6. Adult Learners / Student Readiness

Community College Leadership Issues

7. Curriculum Alignment across the P-16
8. Career and Technical Educations
9. Workforce / Economic Development
10. Technology and Distance Education
11. Campus Funding, Financial Aid, Campus Security
12. Diversity, Equity, and Ethics

AMERICAN ASSOCIATION OF COMMUNITY COLLEGES

Hot Issues

1. Economic Development and Workforce
2. Homeland Security
3. Technology
4. Student Development
5. Teaching and Learning
6. Institutional Development
7. Community Building
8. Inclusiveness Global Awareness
9. Credentialing
10. Leadership
11. Nursing

CSUN Ed.D. Program Guest Speakers

- ✘ Jack Scott, Chancellor, California Community College's
- ✘ Barbara Beno, President, Accrediting Commission for Community and Junior Colleges (ACCJC)
- ✘ Mark MacDonald, Legislative Advocate, McCallum Group
- ✘ Tom Mortenson, Senior Fellow Pell Institute for the Study of Opportunity in Higher Education Washington, D.C.
- ✘ Carol Kozeracki, Dean, Institutional Research Pierce College
- ✘ Joanne Waddell, President Los Angeles College Faculty Guild
- ✘ John McDowell, Director Labor Center, Los Angeles Trade Technical College

Drivers of Change:

WHAT PRESIDENTS SAY ABOUT ENTREPRENEURSHIP

The Entrepreneurial Leader

- ✘ Leaders formulate a vision for the future
 - + “Community Colleges are the most mutable institutions in higher education and are well-positioned for change – This is their greatest strength.”
- ✘ Leaders must create organizational structures and processes that help to transform culture and sustain innovation.
- ✘ Entrepreneurial leaders should seek opportunities to promote entrepreneurship by engaging in the ongoing pursuit of strategic alliances and innovation strategies.

The Entrepreneurial Leader (cont.)

- + Community college leaders must infuse the entrepreneurial spirit throughout the organization. Characteristics include: Courage to challenge old assumptions and beliefs by taking acceptable risks
- + Ability to engage in creative problem solving needed to identify new paradigms
- + Keen business sense combined with flexible and responsive management strategies

The Entrepreneurial Leader (cont.)

- ✘ Some of these methods include:
 - + Ongoing research of new markets and of existing competition
 - + Development of new programs and services which have the capacity to generate additional funding or to expand resources
 - + Creation of employee recognition and reward systems related to the identification and implementation of innovative strategies
 - + Recruiting and hiring world-class employees who share the entrepreneurial vision