

# CCAP Module 5 - Community College Leadership

## 1 - Welcome

Welcome to *Community College Leadership*, a professional training module from the U.S. Department of State's Community College Administrator Program.

## 2 - Objectives

In this module, you'll learn about

- Organizational leadership structures in community colleges
- The roles of the college president, vice presidents or deans, and department chairs
- And the shift toward shared governance

Let's get started.

## 3 - Organizational Structures

In Module 3, we covered community college leadership derived from external sources, such as governmental agencies or community-based boards of trustees. In this module, we'll explore leadership provided within the institution itself.

While individual colleges may vary their organizational structure to best address the needs of their constituencies, the basic roles and functions of administration remain largely the same in all contexts.

## 4 - The President

The college president functions as the chief executive officer of the institution, reporting to the Board of Trustees. The president is responsible for overall organizational management including budget oversight, and serves as the public face of the college.

Large and complex organizations require extensive administrative structures, and as a result, college presidents may have additional areas of responsibility, including information technology, institutional effectiveness, grants, and external affairs. The following video shows Dr. Lane Glenn, president of Northern Essex CC in Massachusetts, serving as the spokesperson for his college with local news media.

[VIDEO CLIP - Glenn]

Jenny Johnson (JJ): According to the Massachusetts Department of Higher Education two-thirds of the state students go to public colleges with the state 15 community colleges being the largest part of that. The need for a college educated workforce in the Commonwealth is great. I'm Jenny Johnson for Comcast Newsmakers at Suffolk University's modern theater in downtown Boston. Lane Glenn, president of Northern Essex Community College joins me. President Glenn, thank you for being here



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Lane Glenn (LG): Good morning, Jenny. It's a pleasure to be here.

JJ: Now you recently expanded the campus into downtown Lawrence so how has this increased educational opportunities.

LG: Well it's been fantastic. Like a lot of the gateway cities in Massachusetts, Lawrence faces its share of challenges. But just in the last five years we've increased our Latino enrollment eighty percent. Over the last decade the enrollment at that campus has grown a hundred percent to nearly 3,000 students and as a result there are a lot more educational opportunities for the citizens in and around Lawrence, especially in health careers that's the specialty of our campus there. It's been a fantastic way to get more students ready for careers and hospitals and clinics in and around Northeast Massachusetts. Education, criminal justice, a number of other programs that we offer in Lawrence.

JJ: So how does NECC align itself with the workplace needs?

LG: Certainly one of the things you hear a lot about in Massachusetts in other parts of the country is a need for more people to be able to go to work in STEM fields right? Science, technology, engineering, mathematics. Just in the last few years we've seen our enrollment in those fields grow to over fifty percent of our student population. Engineering as an example has doubled in size at Northern Essex Community College. We've added programs in the life sciences working very closely with life science companies, pharmaceutical companies, water treatment plants, places like that, and created credentials designed specifically for two-year college students to go right to work, or perhaps to continue on with a four-year education, and get a bachelor's degree a master's degree. So sort of ladders of opportunity designed to really help improve the workforce in Northeast Massachusetts

JJ: And how about manufacturing?

LG: Manufacturing too. Of course Essex County where we are located has the highest concentration of manufacturers anywhere in the state of Massachusetts. And in response to that, one of the things we're hearing a lot about now since manufacturing is rebounding is the need for machine tool technicians, for computer numerical control operators, so we work closely with vocational high schools and also with manufacturers in the area. We've just launched within the last year a new advanced manufacturing program. A hundred percent of the students who have graduated from the first few classes are already employed. The governor was up on our campus announcing a million dollar grant it's going to allow us to equip a new machine tool lab. It's a very encouraging sign for the economy, because of course when manufacturing is rebounding it means America's selling things, and when they're hiring new employees in those areas that's a good thing for everyone. So we're pleased to be a part of helping to equip that workforce.

JJ: You mentioned something about high schools, now you work a new partner a lot with high school. So tell us about how the how you're able to prepare students.

LG: We do. One of the challenges-and this is nationwide-of students transitioning from high school to college is frequently they're not as prepared as they probably should be for that college education. So many students find that they have to take what we call developmental or remedial classes when they get to college. And we don't want that. It's not good for the student, the family, the school, or anyone else. So we work very closely with the high schools in our area



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to offer early testing so they have a better sense of how they're going to succeed in college and also to offer college classes at the high schools so we work closely with a couple of colleges on early college programs, where students when they're sophomores, juniors, seniors can take our classes on their campus, earn 30 or more college credits by the time they graduate from high school, and be guaranteed that they don't need that kind of remedial or development of course work when they get to college.

JJ: Now how valuable is a college education in today's workforce.

LG: Not too long ago Newsweek ran a cover story that said is college worth it? The answer to that is an emphatic yes. When you look at the recession and the unemployment rate, those people with a college education were unemployed at half the rate and they earn a lot more in their lifetime. So yes, college is worth it, and starting at a community college is even better.

JJ: President Glenn thanks for sharing a little bit about Northern Essex Community College.

LG: Well it's a pleasure to be here. Thanks for having me.

JJ: Thank you for watching Comcast Newsmakers. I'm Jenny Johnson.

**VIDEO CREDIT:**

"Lane Glenn PhD, President of Northern Essex Community College" by Comcast Newsmakers NE,  
Source: <https://www.youtube.com/watch?v=97mN32c79L0>

## ***5 - The Vice Presidents (Deans)***

Supporting the president are a group of vice presidents or deans charged with responsibility for several areas of management:

- Academic Affairs - Responsible for all instructional programs and associated learning resources, including libraries, distance learning, developmental studies, and academic advisement
- Student Affairs - Responsible for student support services, including tutoring, counseling, admissions and records, financial aid, and student activities.
- Finance and Administration - Including all administrative services, human resources, and facilities management and planning  
AND
- External Affairs - including government relations, public relations and communication, and development

Different colleges may house individual areas of responsibility within different structure, for example, either Student Affairs or Academic Affairs may have responsibility for Advisement, but the areas themselves require clear lines of organizational responsibility. Most importantly, the senior level management team must interact and work well together, or the organization and its faculty and students will suffer.



## **6 - Department Chairs**

Department chairs serve as academic leaders of a group of faculty, organized by academic discipline and/or instructional program. They are front-line problem solvers and first points of administrative contact for staff and students. In most cases, they are appointed from the faculty and occupy a challenging median role between administration and faculty. The role of faculty will be discussed more fully in Module 8.

## **7 - Organization and Size of College**

The size of the college and the scope of its activities may lead to variations in organizational structure. For example, larger institutions may expand both the numbers and the roles of vice presidents, while smaller colleges may combine roles. The organizational charts provided here are just examples of some possibilities.

## **8 - Leadership Models**

Attempts to categorize models of governance in community colleges have noted that a top-down “bureaucratic” model tends to find itself in opposition to a more “political” model, where spheres of influence including faculty, staff, students, and the public contend with each other.

Increasingly in the community college, as well as in all of American higher education, a shared governance model - where all communities of influence have a voice and role-is preferred, despite it being difficult to realize in practice. In the following video, faculty and administration at Jackson State Community College in Tennessee share their perspectives on shared governance.

### **[VIDEO CLIP - Jackson State Community College]**

Abby Lackey (AL): So I can say certainly that some of the policies that were in place under the previous administration limited, diminished share governance in some significant ways. But thankfully, Mr. Chase is a champion for shared governance. And just right away we're already taking some very positive steps in the right direction towards shared governance as evidenced right now that you have two faculty and two administrators sitting at the table with you together in collaboration. That's an important demonstration of shared governance. Mr. Chase might speak more to that.

Horace Chase (HC): Shared governance, trying to make decisions, what's in the best interest of the students, what direction that the campus should be going in - institution. When we're doing that you need all the input you can get. From my perspective, as President I'm making a decision that's going to be impacting everyone on campus, and foremost the students, and so when it comes to the students and what their needs are the faculty are the ones that's most closest to them. They're the ones in the classroom movement, they develop that relationship, they're the one is instructing them. So without that input it be very difficult to make the decisions in the best interest of the institution. Students getting that input, sharing in what we need to do in order to make those decisions, it's vitally important, it's worth getting, at listening to them knowing their concerns, knowing what impact the student that's always well.

### **VIDEO CREDIT:**



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“JSCC faculty discuss the importance of shared governance” by Jackson Sun, Source: <https://www.youtube.com/watch?v=PnomOAHFw6M>

## **9 - Coming Back to CCAP**

The ultimate purpose of CCAP is to develop leadership among college administrators, both now and in the future. The following video captures some of that commitment to leadership development among your colleagues in CCAP.

### **[VIDEO CLIP]**

Santa Fe College hosted a delegation of 14 Indonesian community college administrators in May 2015 as part of a community college administrator program CCAP funded by the US Department of State. Only 10 percent of Indonesians have a college degree. The Indonesian government is trying to increase access to higher education by establishing a new community college system. In 2012, it set the ambitious goal of establishing 350 new akademi komunitas in five years. The 14 Indonesians that visited Santa Fe are leading the development of these new AKs or AK.

This is about a relationship that is forming that I hope will be totally lasting.

This is my first time to the United States. My expectation is that I would like to see something advanced compared to our country. Because our akademi komunitas is young-just two years-we still have not yet a big vision what would I do with my Community College? So there is a big opportunity for me to see the Community College here it can be applied to our akademi komunitas in Indonesia.

I hope I can enhance my ability to an administrator to my AKA. I want to learn about the system, the students, the lecture faculty and the hierarchy and the administrator here and and the curriculum and everything.

In order to learn best practices in the US community college system, the Indonesian visitors toward classroom, shadowed with instructors and administrators, participated in active learning.

You don't have to have a computer, you don't have to have technology, you can have post-it notes.

They engaged in discussion with academic leaders and students. They learned about serving students with disabilities. The value of online educational opportunities, the role of advising, and how Santa Fe has been able to grow, build and expand to serve students and the community better.

The best thing here in American community college is that the Community College have a big support to the students. For example, articulation system, open access, student support-that's the big thing that might apply in our akademi komunitas in Indonesia.

So here, there is a there is no elimination to the student want to come here. The soul of AK should be like that. So maybe in the future we will go to their system.

And also one thing that is important that we have to learn from this college-motivation, high patience, and soft skills and how I can figure the education staff, faculty get together with the administration staff and the others to build this college to be more helpful to the community



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surrounding here.

Basically because the community colleges belongs to the community, that surprised me. All community a responsibility to this Community College. That is the best thing in any system I think.

Right there, they are officially now alumni of Santa Fe

Community Colleges, your college, it's democracy's college. It has this exalted notion that everybody can start at a place and go to a better place and then everybody wins.

**VIDEO CREDIT:**

CCAP Indonesia Delegation Documentary

## ***10 - Thank You***

We hope this module helped you better understand community college leadership. In the next module, you'll explore issues related to workforce development in community colleges.

**ADDITIONAL CREDITS:**

- Florida College System institutions map:  
<http://floridacollegesystem.com/Uploads/files/Career%20Pathways/FCS%20Career%20Paths%20v6.pdf>
- Florida College System logos:  
[https://www.floridacollegesystem.com/home/downloadable\\_logos.aspx](https://www.floridacollegesystem.com/home/downloadable_logos.aspx)
- USA Map: United States of America - Outline by FreeVectorMaps.com
- Florida Counties Map: Florida with Counties - Single Color by FreeVectorMaps.com
- Pam Stewart portrait: <http://www.fldoe.org/>
- Madeline M. Pumariega portrait:  
<https://twitter.com/educationfl/status/707604295911411713>
- Dr. Jackson Sasser portrait: <http://news.sfcollege.edu/>
- Santa Fe College sign: <http://schererconstruction.com/project/santa-fe-college-entrance-sign-nw-91st-st-39th-ave/>. Fair Use.
- Santa Fe portraits of trustees: <http://www.sfcollege.edu/bot/trustees/index>. Fair Use

## ***11 - USDOS - CCAP***

The Community College Administrator Program (CCAP) is a program of the U.S. Department of State, administered by Florida State University

For more information, visit [eca.state.gov](http://eca.state.gov) or [lsi.fsu.edu/ccap](http://lsi.fsu.edu/ccap)



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