



The Mercer Leadership Academy

Enhancing our mission of building a learning organization focused on quality and service to students

The Mercer Leadership Academy is designed to cultivate the leadership potential of our faculty and staff. The 2010-2011 cohort includes 15 Mercer staff and faculty members as well as one staff members from Raritan Valley Community College. The Academy will have seminar-style meetings from 9 am – 1 pm on one Friday per month, during the fall and spring semesters. In addition, members will participate in online discussions and activities. The fall semester will focus on discussion of core texts. In the spring semester, participants will research and discuss issues in higher education and will also undertake a project at their college that applies the knowledge and skills developed in the Academy to an area outside participants' typical responsibilities. Participants will work on these projects either as individuals or in small groups.

Sessions will include discussions, presentations, and occasional invited speakers. Participation in all Academy activities is mandatory. Participants from the 2009-2010 Leadership Academy will serve as mentors to this year's participants – who will, in turn, serve as mentors for future cohorts.

The **purpose of the Leadership Academy** is to

- Develop the skills, knowledge, and attitudes for 21st century community college leadership advocated by the AACC (Organizational Strategy, Resource Management, Communication, Collaboration, Community College Advocacy, Professionalism)
- Analyze MCCC and New Jersey community colleges in the context of national and state models
- Promote interaction across divisions and departments
- Build problem-solving skills

Benefits of Participation: The Leadership Academy will incorporate a variety of speakers, topics, and activities designed to enhance leadership ability by providing participants with opportunities to:

- gain a deeper understanding of the College mission, vision, and values
- increase awareness of the local, state, national, and global contexts within which the college will function in the 21st century
- interact with and gain insight from leaders in various fields related to the mission of community colleges

- increase understanding of specific ways in which the larger environment may impact the college in the pursuit of its mission
- develop increased self-awareness as leaders and enhance communication skills
- study organizational structure, organization culture, and organizational change
- study decision-making in the context of individual and institutional values
- work collaboratively on a project of interest to you and of benefit to your College community

The core text include:

1. Gail O. Mellow and Cynthia Heelan, *Minding the Dream: The Process and Practice of the American Community College*. 2008. (Abbreviated **MTD**)
2. Lee Bolman and Terrence Deal, *Reframing Organizations: Artistry, Choice, and Leadership* (3rd ed.) John Wiley & Sons. 2008.

The supplementary (option) text is:

3. Arthur, M. Cohen, Florence B. Brawer, and John R. Lombardi, *The American Community College*. 2008. (Abbreviated **TACC**)

In addition, participants will be attuned to issues facing higher education by reading *The Chronicle of Higher Education*, *InsideHigherEd.com*, and *Community College Week*.

The schedule below gives a sense of the topics and pace of the course; it is subject to change. All participants will be assigned to lead at least one session (each session will have 2-3 discussion leaders). Discussion leaders will prepare presentations for the class and discussion questions for the online component of the course.

Tentative Schedule of Topics

September 24, 2010 9-1 pm or 10-2 AD 234A	<ul style="list-style-type: none"> • Overview and Introduction to the Program • Reviewing the AACC's Competencies for Leaders • The American Community College: A History • "Big Ideas" for New Jersey's Community Colleges • Leadership Academy Policies 	<ul style="list-style-type: none"> ➤ AACC's Competencies for Leaders (http://aacc.nche.edu/Resources/competencies/Documents/compentenciesforleaders.pdf) ➤ Readings: Mellow/Heelan, MTD, pp. ix-xviii, 3-25 ➤ <i>Suggested Readings:</i> <ul style="list-style-type: none"> ○ Cohen, Brawer, Lombardi, TACC, Chapter 1 (Background: Evolving Priorities and Expectations of the Community College); Chapter 2 (Students: Diverse Backgrounds, Purposes, and Outcomes)
October 29, 2010 9-1 pm AD 130	<ul style="list-style-type: none"> • Community Colleges: Private Benefit or Public Good? • Financing Community College • Measuring Community College Effectiveness • Leadership Styles <ul style="list-style-type: none"> • Guest: Karen Bearce: Leadership Style – Behavioral Style (DISC); The Myers-Briggs Personality Assessment 	<ul style="list-style-type: none"> ➤ Readings: <ul style="list-style-type: none"> ○ Mellow/Heelan, MTD, Chapter 2 ○ Mellow/Heelan, MTD, Chapter 3 ○ Mellow/Heelan, MTD, Chapter 4 ➤ <i>Suggested Readings:</i> <ul style="list-style-type: none"> ○ Cohen, Brawer, Lombardi, TACC, Chapter 5 (Finances: Sustaining and Allocating Resources); Chapter 12 (Scholarship and Assessment: Research in and About the

		<p>Colleges)</p> <ul style="list-style-type: none"> ○ <i>Doing More With Less: the Inequitable Funding of Community Colleges</i> (AACC Policy Briefing) http://aacc.nche.edu/Publications/Briefs/Documents/doingmore_09082010.pdf
<p>November 19, 2010 9-1 pm @ JKC</p>	<ul style="list-style-type: none"> • Governance • A Changed Pedagogy • Leadership to Guide the Dream • Projects – Part I: A Worthy Goal; Brainstorming and Timelining as Leadership Strategies 	<ul style="list-style-type: none"> ➤ Readings: <ul style="list-style-type: none"> ○ Mellow/Heelan, <i>MTD</i>, Chapter 5 ○ Mellow/Heelan, <i>MTD</i>, Chapter 6 ○ Mellow/Heelan, <i>MTD</i>, Chapter 7 ➤ Suggested Readings: <ul style="list-style-type: none"> ○ Cohen, Brawer, Lombardi, <i>TACC</i>, Chapter 4 (Organization, Governance, and Administration: Managing the Contemporary College); Chapter 6 (Instruction: Methods, Media, and Effects)
<p>December 17, 2010 9-1 pm AD 130</p>	<ul style="list-style-type: none"> • Global Adaptations • Developmental Studies • The Transfer Experience • Projects – Part II: A Worthy Initiative 	<ul style="list-style-type: none"> ➤ Readings: <ul style="list-style-type: none"> ○ Mellow/Heelan, <i>MTD</i>, Chapter 8 ○ Mellow/Heelan, <i>MTD</i>, Chapter 9 ○ Mellow/Heelan, <i>MTD</i>, Chapter 10 ➤ Suggested Readings: <ul style="list-style-type: none"> ○ Cohen, Brawer, Lombardi, <i>TACC</i>, Chapter 9 (Developmental Education: Enhancing Literacy and Basic Skills); Chapter 11 (Collegiate Function: Transfer and the Liberal Arts)
<p>January 28, 2011 9-1 pm</p>	<ul style="list-style-type: none"> • Economic and Workforce Development • English as a Second Language • Programmatic Challenges of Diverse Demographics • Projects – Part III: Project Management <ul style="list-style-type: none"> ○ Guest: Susan Bowen 	<ul style="list-style-type: none"> ➤ Readings: <ul style="list-style-type: none"> ○ Mellow/Heelan, <i>MTD</i>, Chapter 11 ○ Mellow/Heelan, <i>MTD</i>, Chapter 12 ○ Mellow/Heelan, <i>MTD</i>, Chapter 13 ➤ Suggested Readings: <ul style="list-style-type: none"> ○ Cohen, Brawer, Lombardi, <i>TACC</i>, Chapter 8 (Vocational Education: Occupational Entry, Change, and Development); Chapter 10 (Community Education: Extending College Services and Training)
<p>February 25, 2011 9-1 pm</p>	<ul style="list-style-type: none"> • Changing Organizations • Minding the Dream: What does it mean to me? • Projects – Part IV: Momentum Building 	<ul style="list-style-type: none"> ➤ Readings: Lee Bolman and Terrence Deal, <i>Reframing Organizations: Artistry, Choice, and Leadership</i> (3rd ed.) John Wiley & Sons. 2003.
<p>March 25, 2011 9-1 pm</p>	<ul style="list-style-type: none"> • Changing Organizations • Case Studies • Projects – Part V: Breakdowns and Breakthroughs 	<ul style="list-style-type: none"> ➤ Readings: Lee Bolman and Terrence Deal, <i>Reframing Organizations: Artistry, Choice, and Leadership</i> (3rd ed.) John Wiley & Sons. 2003.
<p>April 15, 2011 10-2 pm</p>	<ul style="list-style-type: none"> • National and Local Trends to Watch in Higher Education • Projects – Part VI: A Life of its Own 	<ul style="list-style-type: none"> • Guest Speaker or Field Trip to another community college
<p>May 13, 2011</p>	<ul style="list-style-type: none"> • Presentation of Projects • Presentation of Certificates 	

Possible Discussion Topics (for Spring 2011):

- Listening
- Hiring and Interviewing
- The Entrepreneurial College
- Budgeting
- Ethics in Leadership
- Conflict Management
- Legal Issues in Higher Education
- Grant Writing
- Fundraising
- Student Activities and Extracurricular Learning
- Service Learning
- Effective Hiring Practices
- Management vs. Leadership: Moving from Peer to Supervisory/Management Strategies

Possible Guest Speakers:

- Board of Trustees members
- Dr. Lawrence Nespoli, President, NJ Council of County Colleges
- NJ community college president
- Field trip to another community college (tours and meeting with our peers)