



ASSOCIATION OF CALIFORNIA  
COMMUNITY COLLEGE ADMINISTRATORS

# ADMIN201

Transformational Leadership Program

**2022 COHORT ORIENTATION**  
**June 28, 2022 - 11 a.m. to Noon**

# WELCOME & ▶ INTRODUCTIONS

Susan Bray - [director@accca.org](mailto:director@accca.org)

Charlie Ng - [cng@miracosta.edu](mailto:cng@miracosta.edu)

Cindy Miles - [cmiles1779@icloud.com](mailto:cmiles1779@icloud.com)

Mike Holtzclaw - [mikeholtzclaw@hotmail.com](mailto:mikeholtzclaw@hotmail.com)

# Schedule/Logistics July 11-15, 2022

**Monday - July 11<sup>th</sup>**

**Residence Inn, Marriott/Capitol Room-Lobby Level**

**9:00 a.m. Check in at Hotel** (hotel will store your luggage)

**10:00 a.m. Program BEGINS!**

**5:00 p.m. Welcome Reception at Smics—1200 K Street, Suite 8**

**Tuesday - Thursday, July 12-14<sup>th</sup>**

**1102 Q Street, 3rd Floor Collaboration Hub**

**8:30 - 5 p.m. Program Sessions**

**Friday, July 15<sup>th</sup>**

**Residence Inn, Marriott/Capitol Room-Lobby Level**

**8:30 - noon Program Sessions**

## **MEALS**

**Mon. – Friday Working Lunch included**

**Mon. – Friday Breakfast included/Hotel Lobby** (6 – 8 a.m.)

**Tues & Wed. Dinner on your own**

**Thursday Hosted Reception and Dinner - Cafeteria 15L** (across the street from the hotel)

# Schedule/Logistics, continued...

## Your Resource Page:

<https://accca.org/2022-admin-201-resources/>

- ▶ *Program Guide/Agenda*
- ▶ *2022 LCC Case Study with Questions*
- ▶ *LPI Instructions/Resources*
- ▶ *Orientation PPT*
- ▶ *Program PPTs as received*
- ▶ *Cohort Contact List by Team Designations & Presenter Contacts*
- ▶ *Program Photos*

# Overall Learning Outcome

Using **change leadership analysis tools**, a **learning culture**, and an **institution's direction** to justify a decision for leading positive change at whatever level of the institution or system you happen to be.



# Program Orientation



Change Leadership  
in Higher Education



LPI - Leadership  
Practices Inventory



Executive  
Management Teams



Case Study

# Change Leadership in Higher Education



Chapter 1: Change Itself



Chapter 2: Reframing Change  
*Ten Analytical Lenses*



Chapter 3: Determining the Need for Change  
*STEEPLED Analysis*



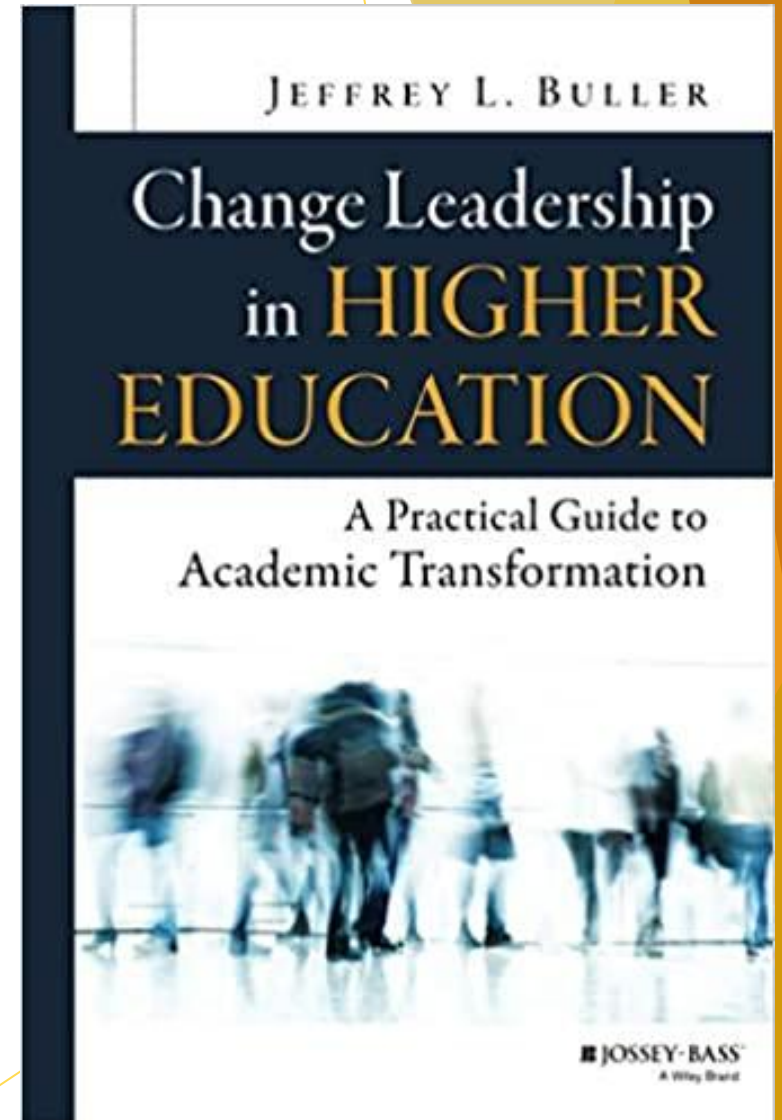
Chapter 4: From Change Management to Change Leadership  
*The Learning Culture*



Chapter 5: Why Strategic Planning Doesn't Work  
*Strategic Compass*



Chapter 6: Creating a Culture of Innovation



ASSOCIATION OF CALIFORNIA  
COMMUNITY COLLEGE ADMINISTRATORS

# LPI Assessment

Model	Model the way
Inspire	Inspire a shared vision
Challenge	Challenge the process
Enable	Enable others to act
Encourage	Encourage the heart





# Executive Management Teams

Expectations of  
the team

Working together  
during &  
between sessions

Role switching



# Local Community College (LCC): A CASE STUDY

## *Review, Analysis, & Perspective Exercise*

Background & Mission

External Environment

Academic Programs

Campus & Facilities

Faculty Affairs & Governance

Finances

Student Profile

Student Outcomes

Strategic Planning

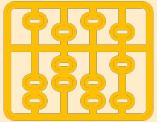


# Case Study Questions



**Q1 - What are the salient features of the situation the new president and their team are facing?**

Apply 10 Analytical Lenses, STEEPLED Analysis, Strategic Compass, & Learning Culture.



**Q2 - How successful or unsuccessful has LCC been during the past 18 months under President Nolan?**

Present evidence & analysis.



**Q3 - What are 2 new strategies the institution could use to address its challenges and opportunities?**

Identify vulnerabilities for each strategy.



**Q4 - Should President Nolan make any changes to LCC's strategy (maintain current approach or choose another strategy)?**

Identify "Practices of Exemplary Leadership" that support your recommended approach.

# CASE STUDY: Do's & Don'ts

**To get the most from this experience, follow these guidelines for responding to case study questions:**

- 1. Demonstrate an understanding of the fundamentals** of the book [*Change Leadership in Higher Education* by Jeremy Buller] with respect to the case study.
- 2. Cite specific evidence** for your conclusions.
- 3. Dig below the obvious** (don't repeat what is already clear in the case).
- 4. Do not fall into the "story-telling" trap** – a retelling of the facts of the case in a way that satisfies common sense. Instead, link concepts from the book to the case and link answers to specific evidence in the case to provide analytical insight.
- 5. Do not fall into the "concept-telling" trap** – a retelling of the concepts in the book rather than connecting these concepts to evidence in the case.
- 6. Do not describe events, facts and figures.**
- 7. Do not ask questions – instead, answer them** (Not: *The team needs to consider what steps to take.* Rather: *We will take the following action, for three reasons.*)
- 8. Do not offer vague advice; give specific recommendations** (Not: *We should retain an outside consultant to decide how he to proceed.* Rather: *We must first communicate the rationale to the staff in the following way, for two key reasons.*)
- 9. Rely only on the information in the case study.** Make reasonable assumptions when necessary and clearly indicate assumptions.
- 10. Answer the questions directly.** Do not invent questions that are not asked; do not evade the questions asked.

# Questions?

