

The Challenges Faced by Community College Leaders in Preparing for the Future

Houston Community College Executive
Speaker Series

November 18, 2011

James L. Morrison

Professor Emeritus of Educational Leadership

UNC-Chapel Hill

<http://horizon.unc.edu>

Agenda

- ✦ 10:00 -10:40: Introduction, major change drivers, signals of change
- ✦ 10:40-11:00: Challenges these changes pose for community college leaders
- ✦ 11:00-11:20: How should HCC respond?

Change Drivers

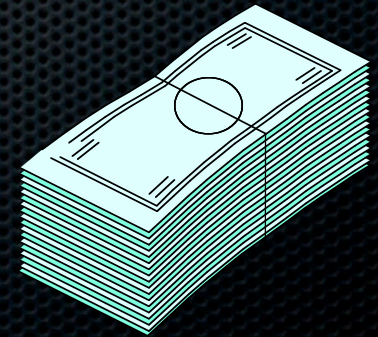
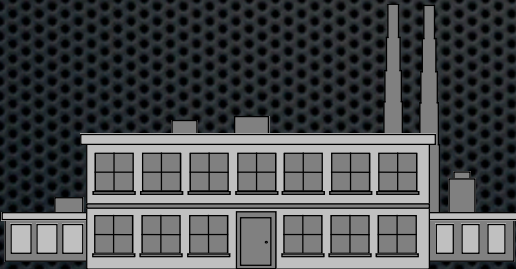
- ▶ Demographics
- ▶ Globalization
- ▶ Economic Restructuring
- ▶ Information Technology

Demographic Change Drivers

- ▶ Age structure is changing
- ▶ Nature of students is changing
- ▶ Demand for access is increasing
- ▶ Ethnic identification mix is changing

Economic

- ▶ Globalization
- ▶ Economic Restructuring
- ▶ Downsizing



Constant training, retraining,
job-hopping, and even career-
hopping is the norm.



What Lies Ahead in Technology

- ▶ Diminution (Nanotechnology/micromachines)
- ▶ Wireless networks/Wireless Web/Wi-Fi
- ▶ Cloud computing
- ▶ Global cyberinfrastructure
- ▶ Mobile
- ▶ Social networks
- ▶ Electronic books
- ▶ Simulations
- ▶ Virtual reality
- ▶ Expert systems
- ▶ Video conferencing
- ▶ Open source software



Graduates Must Be Able To

- ▶ Access, analyze, process, and communicate information
- ▶ Use information technology tools effectively
- ▶ Be effective problem solvers
- ▶ Function creatively and innovatively
- ▶ Work effectively as team members
- ▶ Work effectively with people from different cultural backgrounds
- ▶ Engage in continuous, independent learning

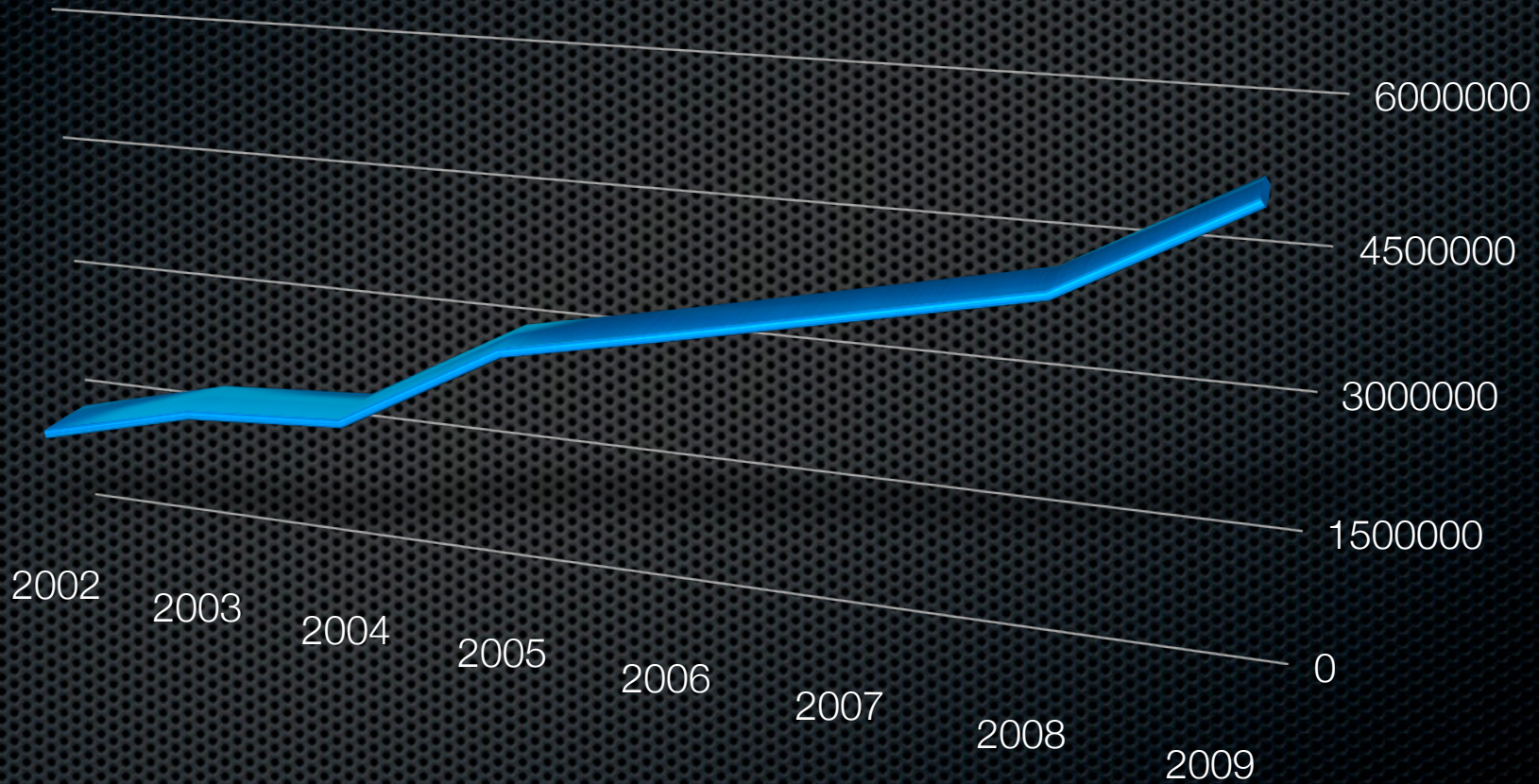
Signals of Change

- Southern New Hampshire University
- Western Governors University
- Rio Salado Community College
- Community College of Vermont
- Open Courseware Consortium/Open Educational Resource

Signals of Change Cont.

- ✦ Straighter Line (<http://tinyurl.com/7ug458q>)
- ✦ Council on Aid to Education's Individualized Collegiate Learning Assessment program (www.cae.org)
- ✦ Knowledge Extension/Learning Counts (www.knext.com)
- ✦ World University (<http://tinyurl.com/lqfrac>)
- ✦ Accreditation by course (<http://tinyurl.com/87z79sj>) and individual (<http://tinyurl.com/85e2lex>)

Online College Course Enrollment



Washington Post, 8/18/11, <http://tinyurl.com/3s4ly22>

Old Paradigm

- ▶ Faculty: actors
- ▶ Faculty responsible for content, media, assessment
- ▶ Student role = empty vessel
- ▶ Faculty work for one institution

New Paradigm

- ▶ Faculty: designers of learning experiences
- ▶ Faculty work as part of instructional team
- ▶ Student role = knowledge creator
- ▶ Faculty work for multiple institutions/independently

Old Paradigm

- ▶ Semester/tri-
mester/quarter
- ▶ Courses part of an
accredited
institutional
curriculum
- ▶ Set enrollments
(e.g., once a year)
- ▶ Institutions act
independently

New Paradigm

- ▶ Varying lengths of
time for learning
modules
- ▶ Courses independent of
institution and
independently accredited
- ▶ Continuous enrollments
(e.g., on demand, any
time, any place)
- ▶ Institutions act with
partners

Old Paradigm

- ▶ Degrees based on credit hours
- ▶ Information transfer via classrooms/library
- ▶ Libraries: stacks
- ▶ Textbooks

New Paradigm

- ▶ Degrees based on competency exams
- ▶ Information transfer anytime, anywhere
- ▶ Libraries: Starbucks
- ▶ e-books

Old Paradigm

- ▶ Print publication the primary mode of information transfer
- ▶ Publications refereed via professional associations and commercial publishers

New Paradigm

- ▶ Institutions publish professors' papers, drafts, notes via open Web access
- ▶ Institutions sponsor their professors' manuscripts to refereed Web-based open access professional journals
- ▶ Free online publication as prominent as paid print publications

What are the most critical challenges these changes pose for Houston CommunityCollege?

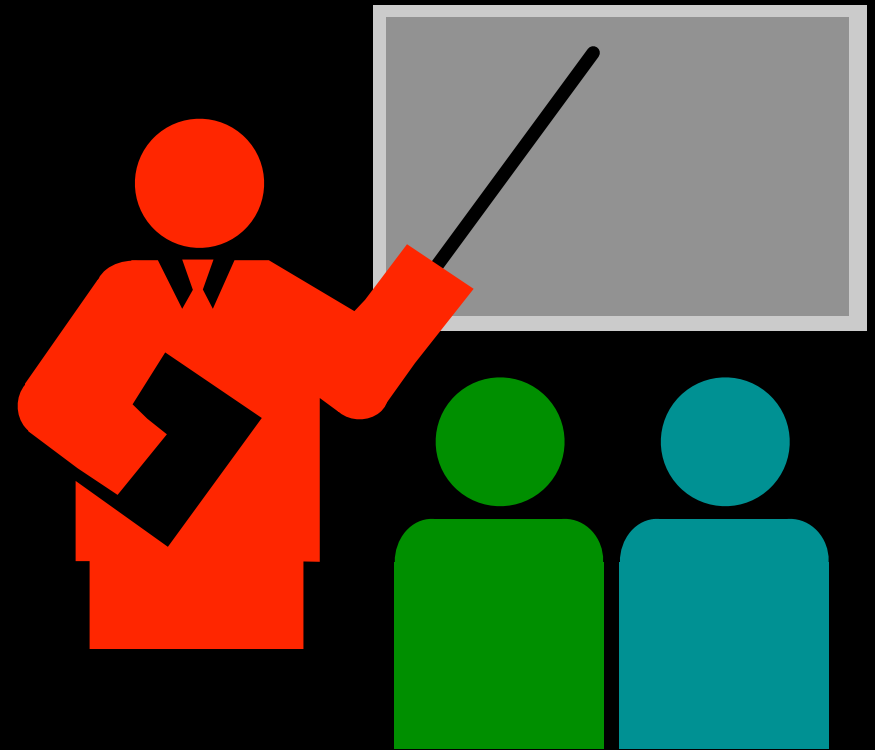
Nominal Group Technique

- ✓ Think about the question
- ✓ Record your responses
- ✓ Round robin
- ✓ Discussion
- ✓ Advantages
 - ✓ Tapping still waters
 - ✓ Think before talking



Group Roles

- ✓ Facilitator
- ✓ Flip chart scribe
- ✓ Group Reporter
- ✓ Paperhanger



Vote on most critical challenges facing HCC

- ✦ Place your “dot” the four most critical challenges
- ✦ One vote per challenge
- ✦ Place your votes on the left side of the page

How should Houston
Community College respond
to the most critical
challenges?

Reports

- ✦ Four most critical challenges
- ✦ How should HCC respond to the most critical challenge?