



**Alabama College Association  
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***Development of Strategic Leadership: A Model to  
Promote, Sustain, and Advance Institutional Significance***

**H. Council Trenholm State Technical College  
Montgomery, Alabama  
Co-Presenters**

Dr. Ken Scott, Sr. Instr. CIS; Dir – CISCO Regional Academy

Ms. Barbara Anne Spears, Dean of Academic Services

Dr. Mimi Johnson, Director of Institutional Research Advancement

## Why Create a Local Strategic Leadership Program?



Sometimes...status quo makes sense...



**...but NOT when it comes to Comprehensive Leadership Development.**

# Strategic Leadership Defined...

A popular sentiment wisely reminds us that all of us are smarter than one of us.

The wisdom, common purpose, inclusivity, sense of community, and personal empowerment embedded in that statement are profound.

## LEADERSHIP PRACTICES

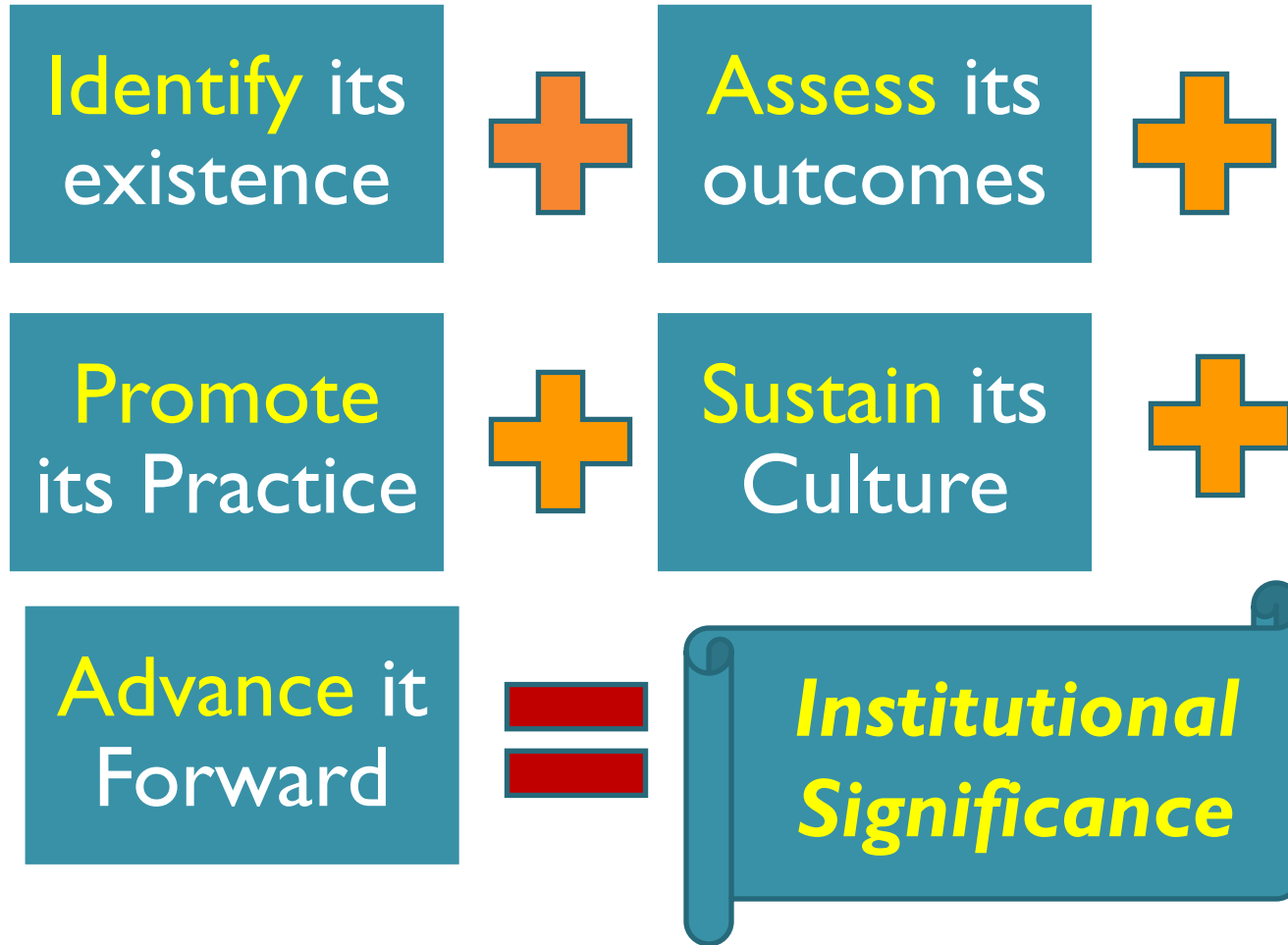
(Komives, Lucas, McMahon; 2007)

Leadership is not something possessed by only a select few people in high positions.

We are all involved in the leadership process, and we are all capable of being effective leaders. Through collaboration with others, you can make a difference from any place within a group or organization, whether as the titled leader or as an active member.



# Strategic Leadership Objectives





# *What Leadership, Education, and Ships Have in Common...*

## *Ballast (Balance)*



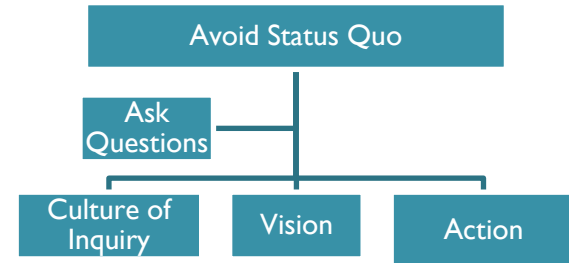
## *Steady, not status quo, as she goes...*



- ❏ *...to Keep Moving Forward*
- ❏ *...to Deliver Precious Cargo*
- ❏ *... AND the Captain and Crew  
are Responsible .....*



...To Reach and Achieve  
Institutional  
Significance...



ACTION-BASED

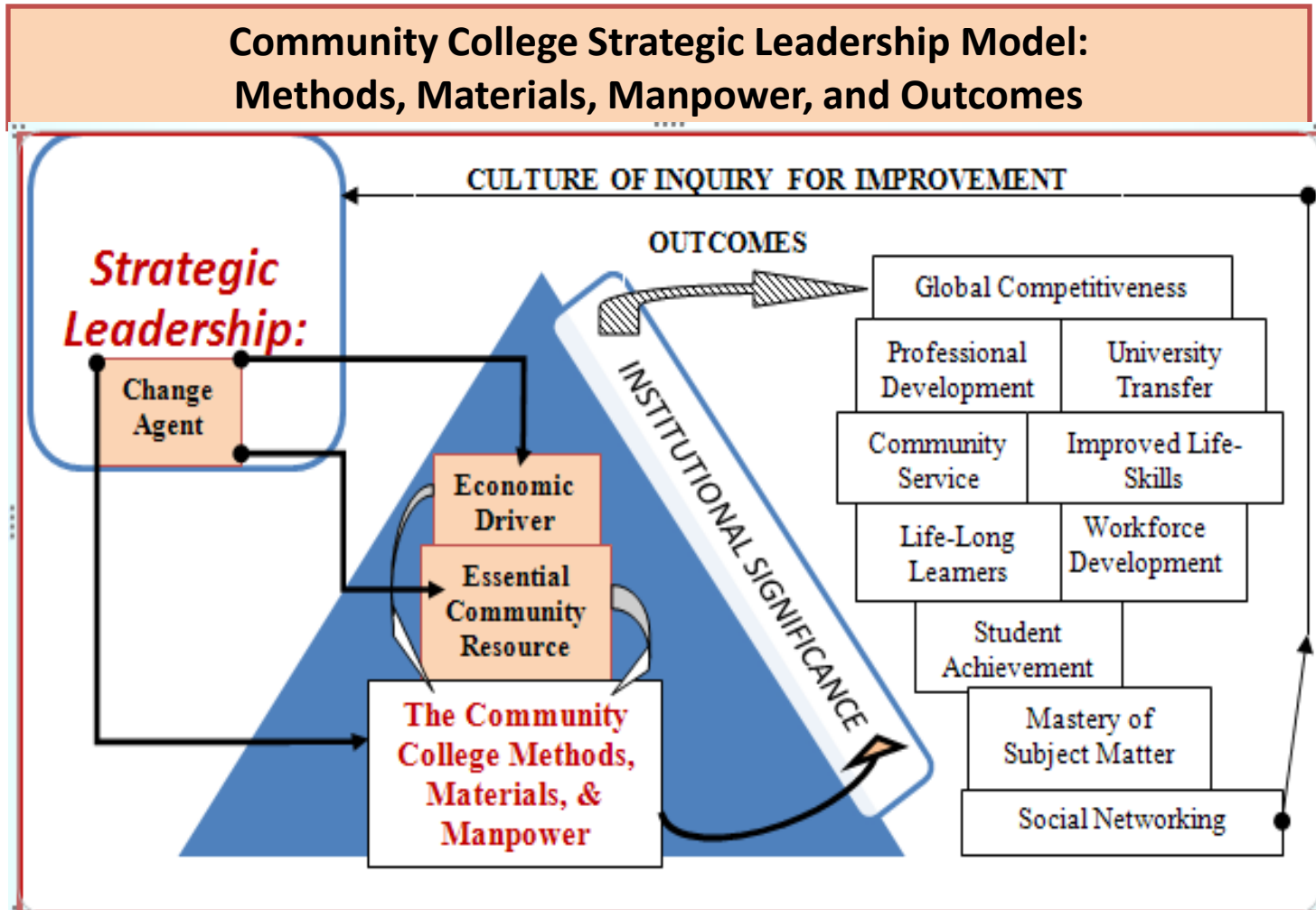
As defined by VanWagoner, Bowman, and Spraggs (2005):

***What is institutional significance?*** The move from success to significance will not be easy. Community college leaders will have to **think** differently, **act** differently, and **respond differently** to their environments. Nevertheless, the parts are there. Community colleges have long **attracted leaders within** their organizations who want to **make a difference**, who **rise above the traditional culture**, and who **share a vision for the future**. There has never been a better time or a greater need for **community colleges to assume their significant role in creating the future**...Community colleges are the right institutions at the right time, if we make the critical move to significance. (p. 50)

INSTITUTIONAL PRACTICES



# The Dynamics of Strategic Leadership Development to Achieve Institutional Significance: *(Leadership Trenholm)*





# *The Catalyst for Leadership Development: Succession Planning*



*“America is facing the greatest labor and skills shortage in history.”*

*10 Million Worker shortage in 2011 – U.S. Bureau of Labor Statistics*

Baby boomers (1946 and 1964) are retiring. It has been, and continues to be, argued that a vast array of leadership skills and experiences may be lost in the next several years (Brandel, 2008; Brewer, 2007; Buhler, 2008; Helton & Soubik, 2004; Ragalevsky, 2008; Ringo & MacDonald, 2008; Wellins & Byham, 2001).





## *Succession Planning, Cont'd...*

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Prigge (2005) postulated that community colleges will experience an exodus of leaders during the next decade. According to Coonan (2005), developing leaders from within an organization facilitates long-term organizational sustainability by gaining a leader already familiar with the culture of the organization while shortening the learning curve about the organization.

# *Zeiss Model*



Tony Zeiss, President of Central Piedmont Community College in Charlotte, NC authored *A New Wake-Up Call for Community Colleges* (2004):

1. Attract Peak Performers
2. Develop Peak Performers
3. Retain Peak Performers

# Leadership Trenholm Rationale

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*Leadership Trenholm* intends to positively impact the institution by developing quality, innovative, action-oriented, and engaged leaders from the ranks of the college. The development of strategic leadership from within the college will provide future leaders who possess insight into the culture, operations, and mission of the college; moreover, this type of leadership promotes and sustains the validity of institutional effectiveness (Skolits & Graybeal, 2007) or what VanWagoner, Bowman and Spraggs (2005) termed “the significant community college” (p. 38)



# *Leadership Trenholm Steering Committee*

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Leadership Program Steering Committee established by President

Comprised of faculty members, administrators, and support staff



# Mission Statement

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## Mission Statement

**Leadership***Trenholm* will identify and develop college leaders through an intensive, comprehensive and structured nine-month program to improve organizational effectiveness and success of H. Councill Trenholm State Technical College through exploration of new perspectives on contemporary issues as they relate to educational excellence and student success.

**Leadership***Trenholm* is about building relationships and empowering prospective leaders to develop proven leadership skills. We believe in all **Leadership***Trenholm* participants serving as ambassadors of goodwill for H. Councill Trenholm State Technical College; advocating life long lessons of integrity, ethical behavior, and professionalism; and, instilling in others the commitment and will to carry out the spirit of excellence.

# *Application Process*



Leadership Trenholm launched in July 2008 for employees interested in enhancing their leadership skills, taking a more active role at the College, or getting involved in projects to improve the institution.

Participants may be nominated or may self-nominate.

Eligible participants must demonstrate excellence, creativity and initiative in their profession

Must have been employed full-time for at least 3 years at the College  
Application had 7 sections: personal data, education, employment, references, community involvement, Trenholm Tech involvement, and General Information. It also contained an Attendance Commitment statement.

# *Assessments*

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*Myers-Briggs*

*Leadership/Followership Survey*

*Personal Leadership Style Assessments*

*Assessments students take –*

*Learning Styles, Online Readiness*

# Projects



***Conduct an environmental scan***

***Identify the problem***

***Research***

***Propose a solution***

***Present your solution***



# *Final Presentation*



***Present solution to Cabinet, class,  
interested parties***

***15-minute PowerPoint***

***Must include specifics:***

***Solution***

***Budget***

***Source of funds***

***Personnel***

***Other required resources***

***Timeline***

***Method of implementation***

# *Mentoring*

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*Each group assigned a mentor for project*

*Participants assigned mentors in needed areas of development*

*Participants serve as mentors upon graduation*

# ***Curriculum***

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## ***Steering Committee Subcommittee***

### ***Research***

#### ***Includes***

***leadership lessons***

***outside speakers***

***information about***

***college***

***DPE***

***ACHE***

***legislature***

***project development***

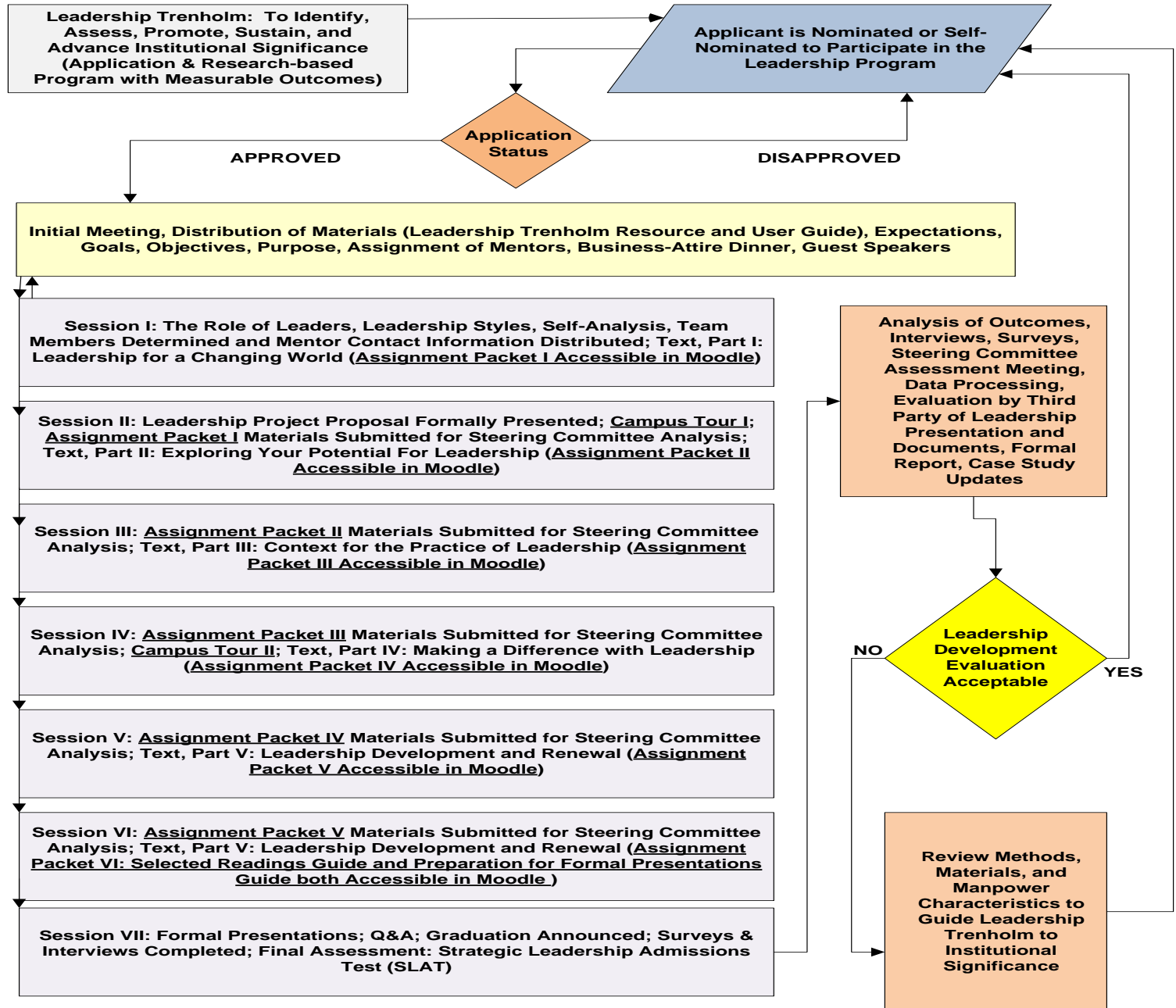


## **Books & References**

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### **Reference Books & Articles:**

- 1. *Exploring Leadership for College Students Who Want to Make a Difference, Susan R. Komives, Nance Lucas & Timothy R. McMahon (2007), 0-7879-8213-X, Jossey-Bass: San Francisco, CA;***
- 2. *The Fifth Discipline: The Art & Practice of the Learning Organization; Peter Senge (2006), 978-0-385-51725-6, Doubleday;***
- 3. *Current journal articles, newspaper references or relevant items to be available on an as-needed basis.***



# Q & A



H. Councill Trenholm State Technical College  
**Leadership**  
**Trenholm**  
"A Future of Opportunities"



"What we need is a decision, not more foot-dragging."