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/lqfraf)
- Accreditation by course (http://tinyurl.com/87z79sj) and individual (http://tinyurl.com/85e2lex)
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
<table>
<thead>
<tr>
<th>Old Paradigm</th>
<th>New Paradigm</th>
</tr>
</thead>
<tbody>
<tr>
<td>§ Semester/tri-semester/quarter</td>
<td>§ Varying lengths of time for learning modules</td>
</tr>
<tr>
<td>§ Courses part of an accredited institutional curriculum</td>
<td>§ Courses independent of institution and independently accredited</td>
</tr>
<tr>
<td>§ Set enrollments (e.g., once a year)</td>
<td>§ Continuous enrollments (e.g., on demand, any time, any place)</td>
</tr>
<tr>
<td>§ Institutions act independently</td>
<td>§ Institutions act with partners</td>
</tr>
</tbody>
</table>
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 Community College?
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?