

Leading from the Middle

OACC Data Summit
July 28, 2022



About NCII

Authentic, large-scale improvement begins with colleges' rethinking how their policies, programs, and services come together to create the optimal student experience.

Focus Areas:

- **Guided Pathways**
- **Student Financial Stability**
- **Leadership Development**



Leading from the Middle - Agenda

- **Reflection on strong leaders**
- **Presentation context**
- **Core skills of mid-level leadership**
- **Leadership assessment capacity rubric**
- **Leadership development opportunities**
 - **OACC Leadership Academy for Student Success**



Reflection

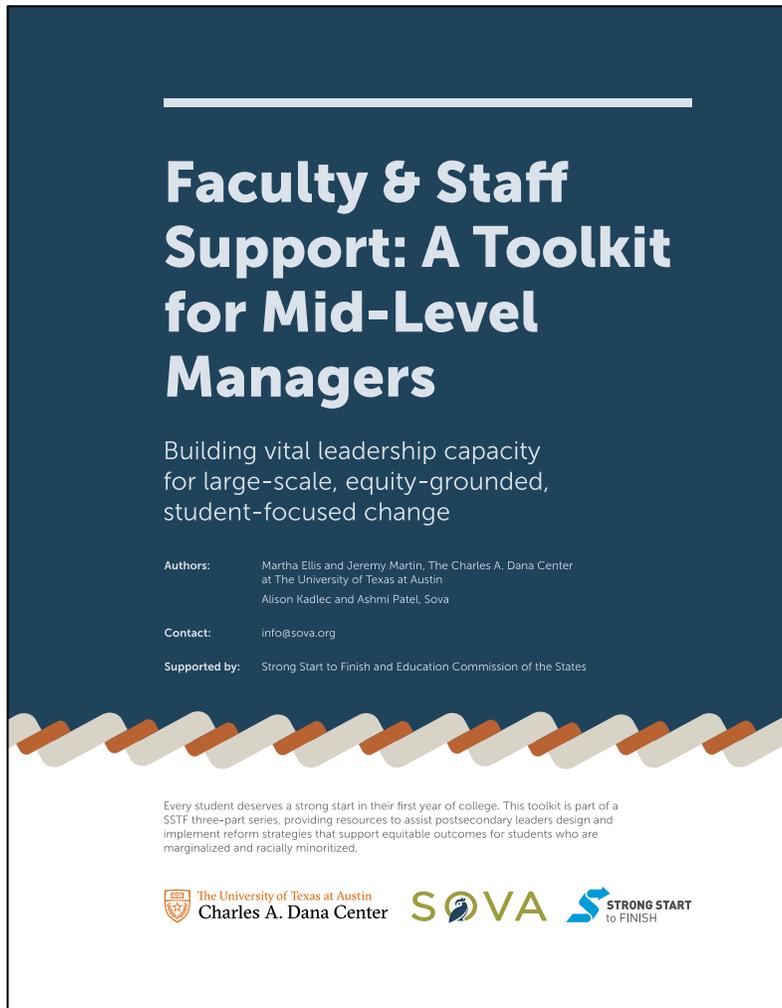
Think about a leader you've witnessed that you particularly respect or a team you've been on that was particularly high functioning and effective.

Take a few minutes and post the traits, habits, skills, and attitudes they displayed on Jamboard.

Why Focus on Mid-Level Leaders?

- **Mid-level managers are critical for the successful implementation of evidence-based, equity-grounded reform.**
- **And yet, not enough attention is paid to strengthening the capacity of individuals to lead from the middle of the organization.**
- **Mid-level managers shape the pace and quality of implementation of evidence-based reforms**
- **Mid-level managers are positioned to exercise influence in multiple directions and the pressures they face are unique.**

Context



Faculty & Staff Support: A Toolkit for Mid-Level Managers

Building vital leadership capacity for large-scale, equity-grounded, student-focused change

Authors: Martha Ellis and Jeremy Martin, The Charles A. Dana Center at The University of Texas at Austin
Alison Kadlec and Ashmi Patel, Sova

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Every student deserves a strong start in their first year of college. This toolkit is part of a SSTF three-part series, providing resources to assist postsecondary leaders design and implement reform strategies that support equitable outcomes for students who are marginalized and racially minoritized.

 The University of Texas at Austin
Charles A. Dana Center

 SOVA

 STRONG START to FINISH

- This presentation draws heavily on a toolkit Sova and the Charles A. Dana Center developed as part of the Strong Start to Finish initiative.
- The toolkit can be found at the following link: <https://strongstart.org/resource/faculty-staff-support-a-toolkit-for-mid-level-managers/>.
- Alison Kadlec, a senior partner at Sova, also presented this work as part of OACC's Leadership Academy for Student Success.

Components of the Toolkit for Mid-Level Managers

- ***Leadership Capacity Assessment*** — A rubric to help mid-level managers reflect on and assess their leadership capacity.
- ***Policy Typology*** — A framework designed to support mid-level managers to better understand and influence the policy development and implementation process.
- ***Measures of Structural Change*** — A tool to help mid-level leaders assess the extent that policies and practices create institutional conditions to yield equitable access, opportunity, and experiences for students in racially minoritized communities.
- ***Practice Profiles*** — Short stories that highlight colleges doing exceptional work, as well as field-based lessons.

Core Skills of Mid-Level Leadership

Using	Using data effectively to engage & motivate
Building	Building trust with faculty & staff
Forging	Forging high functioning relationships upward
Facilitating	Facilitating effective cross-functional teams
Managing	Managing projects for continuous improvement

#1 - Using Data to Engage & Motivate

- ✓ Equity-minded data literacy
- ✓ Social skills in data presentation
- ✓ Qualitative & quantitative skills

#2 - Building Trust with Faculty & Staff

- ✓ Authentic inclusion & respectful communication
- ✓ Consistency & transparency
- ✓ Focus on shared values & the student experience

#3 - Forging High-functioning Relationships Upward

- ✓ Strategically candid communication
- ✓ Managing up (i.e., shaping expectations) and down (i.e., gaining cover)
- ✓ Securing needed focus and resources

#4 - Facilitating Effective Cross-functional Teams

- ✓ Silo-spanning culture exchange
- ✓ Co-discovery to build commitment
- ✓ Relationship-based collaboration (beyond transactional cooperation)

#5 - Managing Projects to Foster Improvement

- ✓ Balancing human aspirations & workflow realities
- ✓ Realistic, thoughtful planning & monitoring
- ✓ Nimble structures & improvement mindsets

Leadership Capacity Assessment Rubric

- The rubric can be found on pages 7-11 of the Toolkit
- The assessment can help you to gauge your capacity as *emerging, developing, intermediate, or advanced*.
- **Ways to use the rubric:**
 - Personal reflection exercise
 - Peer learning resource
 - Professional development input
 - Evaluation tool
 - Standalone resource
 - Embedded module

Leadership Development Opportunities

National examples:

- **Association for Institutional Research – courses, webinars, workshops, etc.**
- **American Association of Community Colleges – Leadership Suite & Competencies for Community College Leaders**
- **American Council on Education – ACE Fellows Program**
- **Aspen Institute – New Presidents & Rising Presidents Fellowship Programs**

College-based:

- **Seek out your college's professional development resources, which may include structured programs on campus, travel to state and national conferences/convening, and education reimbursement for formal graduate study**

Success Center for Ohio's Community Colleges

Target Audience	Annual Conference & Board Meetings	Role-Alike Meetings	Student Success Leadership Institutes (SSLI)	Leadership Development Series for Officer Triad	Leadership Academy for Student Success	Faculty Professional Development
Trustees	●					
Presidents	●	●				
CAO	●	●	●	●		
CFO	●	●	●	●		
CSAO	●	●	●	●		
Deans/Department Chairs		●★	●		●	
Directors		●★	●		●	
Associate/Assistant Deans/Chairs/Directors		●★	●		●	
Managers			●		●	
Advisors			●		●	
Faculty			●		●	●
Other Staff			●		●	

KEY:

- Offers leadership development opportunities to the college role through the OACC and Success Center strategic priority
- ★ Opportunities through an OACC affinity group (financial aid, government relations, human resources, institutional research, and workforce development)

OACC Leadership Academy for Student Success

SESSION	MODULES
<p>The Essential Roles of Leadership in Student Success (Kickoff Session 1) July 19-21, 2022 Bridge Park Area, Dublin, OH</p>	<ol style="list-style-type: none">1. Defining Student Success (Aspen)2. Ohio's Student Success Journey3. A Data-Driven Approach to Student Success (Aspen) <p>→ <i>Launching the Pathways Projects</i></p>
<p>Keeping Students' End Goals in Mind (Session 2) October 4-5, 2022 Lakeland Community College, Kirtland, OH</p>	<ol style="list-style-type: none">1. Improving Labor Market Outcomes (Aspen)2. Improving Transfer at Scale (Aspen) <p>→ <i>Refining Pathway Project designs</i></p>
<p>The Student Experience (Session 3) December 1-2, 2022 Central Ohio Technical College, Newark, OH</p>	<ol style="list-style-type: none">1. Improving Teaching and Learning (Aspen)2. Redesigning Advising to Better Support Students <p>→ <i>Implications for the Pathways Projects</i></p>

OACC Leadership Academy for Student Success

SESSION	MODULES
Leadership Traits to Drive Change (Session 4) February 2-3, 2023 Virtual via Zoom	<ol style="list-style-type: none">1. Leading from the Middle2. Striving for Equity as a Core Component of Leadership3. Leadership Qualities for Senior Staff (Aspen) <p>→ <i>Implications for the Pathways Projects</i></p>
Managing & Advancing Institutional Change (Session 5) April 18-19, 2023 Clark State College, Springfield, OH	<ol style="list-style-type: none">1. Leading Internal Transformational Change (Aspen)2. Using Finance Strategically to Advance Reforms (Aspen) <p>→ <i>Finalizing Pathway Projects</i></p>
Effective External Partnerships & The Leadership Journey (Session 6) June 21-22, 2023 Location TBD	<ol style="list-style-type: none">1. Leadership Academy Cohort Participation Recognition2. Leading Highly Effective External Strategic Partnerships (<i>Aspen</i>)3. Reflections on Personal Leadership Journey

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