Leadership Constants In The Face of Budget, Regulatory, and Organizational Challenges

strategies that institutional leaders can adopt to ensure institutional effectiveness endures during difficult times

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Welcome to this session

• Who is here?
• Years of leadership experience?
• Most challenging aspect of CCC leadership?

• Note: Leadership arises from across the institution. The examples we are using today are CEO-level, but can be applied across various situations by the college’s leadership team.
Three things to remember

• It isn’t “if” but “when” you will face a challenge.

• Most potential challenges can be anticipated and prepared-for.

• There are few challenges that have not been faced by your colleagues at other institutions.
Leadership

"Anyone can hold the helm when the sea is calm." – P. Syrus

"The things we fear most in organizations--fluctuations, disturbances, imbalances--are the primary sources of creativity." – M. Wheatley

"One of the tests of leadership is the ability to recognize a problem before it becomes an emergency." – A. Glasow
General advice for leaders

• Develop a clear message about your vision and your approach to leadership

• Create operating/guiding principles for how leadership happens at the college

• Strengthen the communication infrastructure- have ways to communicate directly to the campus community and also through leadership structures

• Become a known quantity: let people see you, hear how you handle things, and let folks experience how you are influenced, make decisions, and make changes when needed
Leadership

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” --J.Q. Adams

“The real role of leadership in education ... is not and should not be command and control. The real role of leadership is climate control, creating a climate of possibility.” --K. Robinson

"A genuine leader is not a searcher for consensus but a molder of consensus." –M.L. King Jr.
General advice for handling your mistakes

• Do accept that leaders will fail; they can demonstrate leadership in how they address the failure.
• Don’t hurt the organization further with your response.
• Promptly alert necessary authorities, oversight agencies, if needed.
• Be humble, transparent, take responsibility.
• Let your institution know that you take the matter seriously.
• Take steps to prevent a similar situation happening in the future.
"IN A PERIOD OF
DRASTIC CHANGE
ONLY THE LEARNERS
WILL SURVIVE..."
Our first note: avoid self-induced issues

• Follow processes (or create needed processes).
• Anticipate/plan for needed expediency; use caution with ad hoc short-cuts.
• Be attuned to legal and regulatory requirements; does the proposed action create possible audit or oversight issues?
• Check your ethics and equity thermometer.
• Remember you are never invisible; how would this look on the front page of the newspaper?
• Consider if everyone did what you are about to do, would the organization be okay or worse off?
• Ask yourself: Does the proposed action fly in the face of common sense?
Now to our main topic: dealing with issues that pull our institutions from student success and institutional effectiveness focus

- Budget- finance
- Governance- saying no (or “yes we will”)
- Turnover in administrative ranks
- New requirements with short deadlines
- Growth or declines (and other changes) that impact employee groups
Budget-finance

• Before (anticipating recession, funding reductions, additional expenses, etc)

• During (after budgets adopted, hires made)

• In Response (limiting fallout, repairing failures, planning for future)
Governance- saying no (or “yes we will”)

• Before- (knowing there are some areas in which folks will have varied perspectives)

• During- (handling something that has become a hot potato issue; dealing with a surprise controversy)

• In Response- (handling the aftermath; getting back to business as usual)
Turnover in Administrative Ranks

• Before- (external and internal factors contributing to turnover)

• During- (how to handle the loss of a critical leader or leaders)

• In Response- (regrouping and moving forward)
New compliance requirements with short deadlines

• Before- (indications of changes afoot; history and trends in California CCCs)

• During- (responding to new direction with expected, short response turnaround)

• In Response- (addressing operational impacts)
Growth or declines (or other changes) that impact employee groups

• Before- (trends and state/national discourse present changes with likely impacts at the college)

• During- (changes needed to preserve integrity of the institution)

• In Response- (ensuring long-term viability and flexibility)
Our final note: There are areas for which the need to get expert advice should be acted upon. Do not hesitate to invest in PD, consultants, and take the necessary steps!

- Title IX
- Emergency Preparedness
- Public Confidence Issue
“A leader should be a listener first. Be engaged; be empathetic. Then you will be prepared to share your vision and your message.”

Ronald P. Gerhard

“Honor the past; (only) change what needs to be fixed.”

Kindred Murillo
Thoughts and Remaining Questions

Thank you for joining us today!