

# **THE 2020s & COMMUNITY COLLEGES:**

## **A New Kind of Leadership**



*Rallying local leadership to ensure  
stronger, more vibrant communities.*



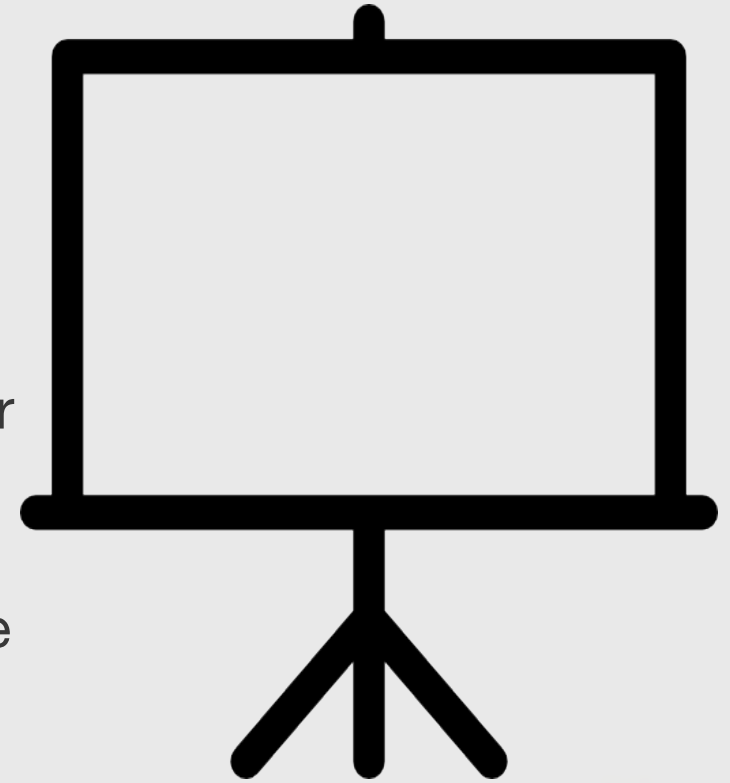
COMMUNITY COLLEGE LEAGUE OF CALIFORNIA



# PRESENTATION GOALS

## PROVIDE YOU WITH A FRAMEWORK TO:

- Think about the future of your community and region, beyond the college/district.
- Consider how a broader community perspective can shape the future of your college/district, it's plans, it's opportunities.
- Understand the benefits that can accrue to your college/district



# A NEW KIND OF LEADERSHIP

- The 2020s—a challenging decade like no other
- Since 2008 cities and towns expected to take on more responsibility than they can handle with available resources
- Helping people is harder that it looks



# A NEW KIND OF LEADERSHIP



- Here in California you have everything- the Bay Area, Santa Barbara to Monterey, Humboldt-Mendocino, the San Joaquin Valley (Tulare, Fresno, Sacramento), the Desert and San Diego
- You have size, wealth, influence...and a generous palette of challenges



# A NEW KIND OF LEADERSHIP

- Problems are complex and rarely yield to a single “silver bullet” solution
- Lots of people are taking a swing at the problems
- Well informed, neutral convening organizations with access to intellectual capital often are missing



# A NEW KIND OF LEADERSHIP

- Stanford's *Collective Impact* model calls for “backbone organizations”
- Community colleges as “backbone organizations” – assumes a more active role in the dialogue and shaping of a region's future



# HOW IT WORKS: Collective Impact

- **Start the conversation**
- **Create a guiding vision and strategy**
  - **Prioritize**
  - **Engage action teams**
- **Establish shared measurement practices**
- **Build public will**
- **Advance policy**
- **Mobilize funding**

# BLUE RIBBON SUMMIT:

## Discussion Assumptions

- Our subject matter is the future of the region and the college's role within it
- We want to define the regional, national, global context for the next decade
  - To meet the needs of students
  - To meet the needs of communities we serve
- The college is preparing to play a more significant role in contributing to and supporting the region's economic future




# WHY SHOULD WE (COMMUNITY COLLEGES) BE CONCERNED?

- Our students reflect the conditions present in our towns and cities
- Economic mobility is not assured – some of us may not do as well as our parents
- The continuing disappearance of low skill, high wage jobs
- Technology is replacing anything mentally routine or predictable



# WHY SHOULD WE (COMMUNITY COLLEGES) BE CONCERNED?

- Over-reliance on single industries—lack of economic diversity and the effect of successful economic disruptors
- Education alone is not an answer – it takes a community to build, rebuild and nurture its economy – grow the pie
- It takes a community to build, rebuild and nurture its economy—grow the pie

A close-up photograph of a person's hands holding an open Bible. The Bible is open to the Epistle of Paul to the Colossians, with the title 'COLOSSIANS' clearly visible. The person is wearing a red garment. The background is a soft-focus outdoor scene with green grass and yellow foliage, suggesting a park or garden setting. The lighting is warm, indicating it might be late afternoon or early morning.

***America holds itself back when so many opportunities go unrealized because talented people don't go to college***



A photograph of a person's hands writing in a lined notebook on a wooden desk. A laptop is visible in the background. The text is overlaid on the image.

# THE TRANSFORMATIONAL FRAMEWORK

## COMMUNITY COLLEGES – SEEKING NEW OPPORTUNITIES

- Education that seriously seeks out and mines talent
- Programs that groom and support entrepreneurs
- Power skills across the curriculum
  - The “working with people skills”
  - Teamwork
  - Leadership
  - The College actively “interacting with the future.”



By history and disposition the community college role is to help shape the community.





A black pen with a silver clip is positioned vertically on the left side of a white notepad. The notepad has horizontal lines and a 'Date:' field at the top. It is placed on a light-colored wooden surface with a visible grain. Overlaid on the right side of the notepad is the text 'INTELLECTUAL CAPITAL', 'CULTURAL CHARACTER', 'RESILIENCE', and 'VITALITY' in a bold, blue, sans-serif font, stacked vertically.

**INTELLECTUAL CAPITAL**  
**CULTURAL CHARACTER**  
**RESILIENCE**  
**VITALITY**



# CALIFORNIA

58	COUNTIES
482	INCORPORATED MUNICIPALITIES
977	SCHOOL DISTRICTS
115	COMMUNITY COLLEGES





Community Colleges can cross many  
jurisdictional boundaries and are in a position  
to convene conversations





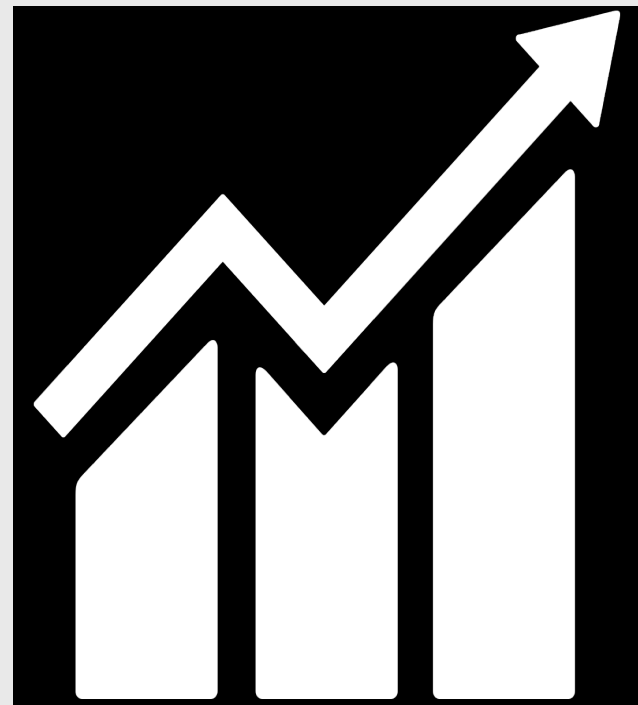
***What key issues are facing the community or region you serve?***

# KEY ISSUE:

## Economic Development

- 74%
- Downtown development
- Community development
- Jobs
- Arts and culture
- Tourism

Source: National League of Cities  
State of the Cities 2019





## KEY ISSUE: Health & Human Services

- 46%
- Mental health
- Opioids
- Crisis intervention and diversion
- **Nicholas Kristof & Sheryl WuDunn's TIGHTROPE**





# GETTING STARTED


- **BE A NEUTRAL CONVENER:**  
Backbone function of collective impact
- **BLUE RIBBON COMMITTEE:**  
Role definition and committee charge
  - Provide insight and intuition
  - Help strengthen the College's thinking
  - Participate in a limited number of meetings/year





# GETTING STARTED

- **WHO**
  - Practical visionaries
  - Financially capable
  - Successful entrepreneurs
  - Individuals likely to have disproportionate influence on the future vitality of the community/region

A person wearing a light blue button-down shirt is sitting at a dark wooden desk. They are holding a black pen and writing in an open notebook. To their right is a silver laptop with the Apple logo illuminated. The background is a solid orange wall.

Who's your  
“Who's Who?”

# Recruiting the Who's Who

- Role of your governing and foundation boards
- Selecting your Blue Ribbon leadership
- Role of college president and leadership team



# CONVERSATION STARTERS

- What will our region look like **5-10 years** from now (economy, quality of life, social vitality, demographics)?
- What happens if we do nothing?
- If we do something?
- What is the community's trajectory/vision?
- Who are we trying to keep in town or bring to town?

# What is your community/region known for?

- Who is our competition?  
What makes us more/less competitive?
- What are the college's priorities and plans for the future?
- In what ways does the college's future align with our desired future for the region?  
Are there gaps?





# What is your community/region known for?

- Is it a great place to live and raise a family?
- Is there a high-value business creation culture?
- Is the economy diverse?
- Is it a healthy place?
- Is it collaborative?
- Is it “cool?”







# COMMUNITY BENEFITS

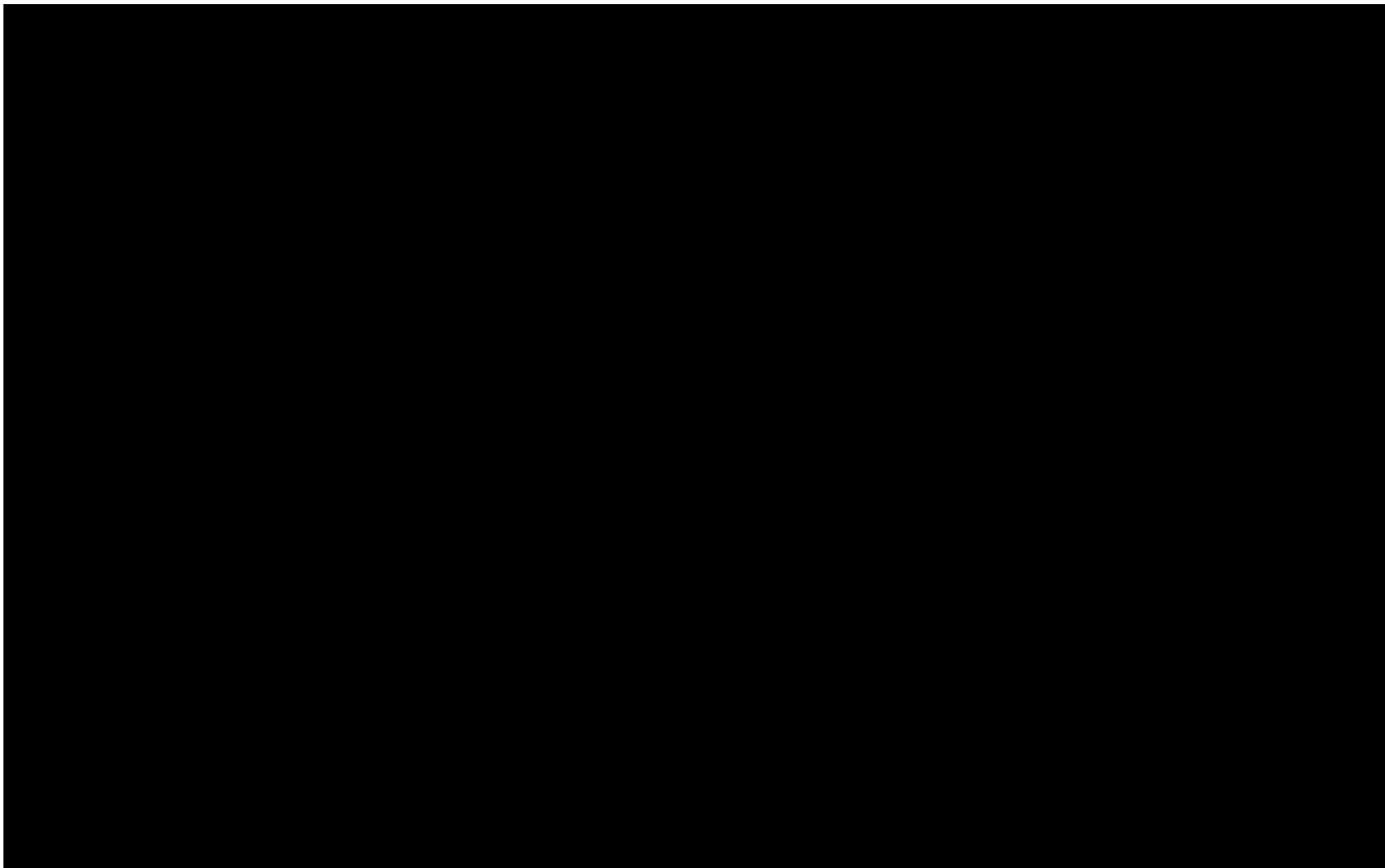
- Clearer community vision and new directions to pursue
- More engaged leaders community-wide
- Shared expectations and accountability
- Agreed upon measures for success
- Bottom line results






# COLLEGE BENEFITS

- **Clearer perspective on college priorities**
- **New energy**
- **New and engaged partners**
- **Enhanced visibility, image, reputation**
- **Increased philanthropic support**





A woman with short brown hair, wearing a black top, stands in the foreground. Behind her is a paved path, green grass, and several trees, including a prominent purple-leafed tree. To the left is a building with large windows and a green roof. In the background, a blue sign and a turtle sculpture are visible on the lawn.

**Julie Fasone-Holder**  
Founder and CEO, JFH Insights | Petoskey



**QUESTIONS? COMMENTS?**

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