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NCIA

NATIONAL COUNCIL OF
INSTRUCTIONAL ADMINISTRATORS

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2015 Chief Academic Officer of the Year

Award Winners



Established Leader

Dr. Karla Fisher
Vice President of Academics
Butler Community College
El Dorado, KS

Established Leader

Among the many laurels bestowed upon Dr. Fisher by her nominators, the following were instrumental in securing her place as the winner of NCIA's competitive competition to recognize an established CAO who has been in their position for 3 years or more.

Dr. Fisher led the development and implementation of Early College Academies in Health Sciences, Information Technology, Public Safety, and Manufacturing Technology at Butler, the only community college in KS offering this pathway for degree com-

pletion to high school students. Dr. Fisher was also critical in spearheading and gaining approval for a state-wide, Regents system-wide reverse transfer agreement.

Dr. Fisher was instrumental in preparing and hosting the college's HLC ten-year accreditation visit in April 2013 which resulted in reaccreditation with no recommendations.

Vice President Fisher has a tremendous ability to anticipate needs, analyze situations accurately and then orchestrate and implement the best possible course of action, placing a stamp of excellence on all that she does.

Emerging Leader

While the accolades in Vice President Smith's letter of nomination were numerous, a number of things stood out. Those nominating VP Smith indicated that he has worked to scale up student success projects which in turn helped EPCC receive Leader College status in Achieving the Dream and becoming a 2015 Aspen Award Top Ten Finalist. He works with the Deans and

Directors to determine their physical, technology, and budgetary needs through a collaborative process.

His greatest strength was identified as his treatment of "everyone with kindness and respect while maintaining his commitment to EPCC's mission, policies, and procedures." VP Smith is also engaged with the local community, the Texas Higher Education Coordinating Board, Texas legislative sessions, and the Texas Workforce Commission to name a few.

As AACC's designated council for Instructional Administration, we are proud to recognize and congratulate Dr. Karla Fisher and Steve Smith for their work.



Emerging Leader

Steve Smith, pictured right
Vice President of Instruction
& Workforce Education
El Paso Community College
El Paso, TX

Capsules

Meet your new Regional Representatives



Dr. Steve Robinson
Region 4 Representative
 IL, IN, MI, MN, OH and WI

is a graduate of the Management Development Program (MDP) at the Harvard Institutes for Higher Education and the Chair Academy for Post Secondary Leadership.

Steve earned a Ph.D. in English from Michigan State University in East Lansing, Michigan. His research focus is developmental English and Basic Writing. He also holds a master of arts and bachelor of arts in English from Michigan State.

Dr. Steve Robinson is Vice President of Academic Affairs and Chief Academic Officer of Owens Community College in Toledo, Ohio. Dr. Robinson provides senior leadership for all academic programs including the Schools of Business Information and Public Services, Nursing and Health Professions, Liberal Arts, STEM, as well as Library services and Institutional Research.

Before joining Owens, Steve served as Executive Dean of Planning, Research and Quality Initiatives at Mott Community College in Flint, Michigan. In this role he was the Accreditation Liaison Officer (ALO) for regional accreditation with the Higher Learning Commission (HLC). Steve also served as Interim Dean of Social Science and Interim Dean of Health Sciences during his time at Mott. Prior to becoming an administrator, Steve spent fifteen years as an English professor in the Humanities Division at Mott Community College, and ten years as President of the faculty association.

In addition to his experience in community college positions, Steve has served as a member of the graduate faculty in English at the University of Michigan-Flint. He also served as a chair and faculty advisor in the Doctorate in Community College Leadership (DCCL) program at Ferris State University in Big Rapids, Michigan. He



Dr. Kristin Mallory
Region 2 Representative
 DE, DC, MD, NC, SC, VA and WV

Dr. Kristin L. Mallory, Senior Vice President, Academic and Student Affairs, BridgeValley Community and Technical College in Charleston, West Virginia, a small multi-campus community college. Kristin has been working in higher education for over 15 years.

In addition to a Doctorate in Leadership Studies from Marshall University (WV), Kristin holds a Master of Education from Salisbury University (MD), and a Bachelor of Science in Dental Hygiene from West Liberty University (WV). Dr. Mallory is an active peer-evaluator with the Higher Learning Commission and also serves as BridgeValley's Accreditation Liaison Officer.

Kristin has been actively engaged in community college education discussions at the state level through leadership roles in the West Virginia Association of Academic Administrators and participating on multiple state-wide task forces addressing college completion, assessment, and developmental education. Kristin is a regular presenter at annual meetings of the West Virginia Community College Association.

NCIA welcomes Steve and Kristin to the Board and thanks them for their service to instructional administrators!

Please feel free to reach out to your regional representative with issues and/or concerns, or to simply say hello.



Crystal Ball

How Seamless is your Transfer?



Maryrose Eannace
Treasurer, NCIA

Like most two-year comprehensive colleges, Mohawk Valley Community College (MVCC) strives to improve our completion rate. MVCC is part of The State University of New York (SUNY) which includes 64 colleges and universities, including 30 community colleges. And, frankly, it was SUNY that brought to the entire System's attention that part of our students' completion problem at the two- and four-year levels was plain old credit creep, confounded by the too common practice of receiving baccalaureate institutions not granting community college graduates full junior status when they transferred. So SUNY System set the rules:

1. College-ready incoming students should be able to complete a two-year degree in two years and a four-year degree in four. Therefore, all Associate degrees would be capped at 64 credits. Baccalaureate institutions would cap their four-year programs at 126 credits and would receive SUNY Community College graduates in transfer as full juniors. 2. Students would complete their gen ed requirements and 3-5 core courses in their major at the Community College and the transfer would be seamless.

The System set up dialogue amongst the sending and receiving institution faculty and created a waiver process for special cases/programs. Although angst and pain ensued—and there was some resistance to System infringement on local autonomy, there was also a sense of justice for our students—and that prevailed. Nonetheless, the road to compliance has been bumpy.

Here's where we started at MVCC—out of 96 associate degrees on our books, 57 (59%) were over the 64-credit marker with a few in the high 70-credit bracket. Of the 96 programs, we deactivated 4 and put a 5th one on hiatus for further evaluation. For two programs we successfully applied and were granted waivers, and for Engineering Science a System-wide waiver was granted. We acknowledged and honored the fact that most of the credit creep we were addressing was a result of our faculty truly wanting to give our students as much knowledge as we could possibly give them for their future success. But, in the process of working our way to seamless transfer, we also recognized that historically while we were adding great courses, we had not culled content or whole courses that were no longer relevant out of the back end of offerings. We learned a lot about irregularities in how we awarded credits, about how to analyze the relevance of some of our programs as evaluated by a gainful employment measure. We also sharpened and updated our course content—and found truly better and more innovative ways to guide students to successful declarations of majors and completion.

In Fall 2015, we moved into full implementation of the revised programs with a commitment to assessing the effect of these changes on our students' success in time to degree, completion and in transfer. We will be tracking completion of former highest credit programs—and to the best of our ability, gathering feedback from employers and transfer receivers as to level of preparation of our students when they leave us. We will be holding our baccalaureate partners to their part of the Seamless Transfer bargain—full junior status in the major. And we will use the systems of arbitration set up by SUNY System for those that don't honor the agreement.

*Maryrose Eannace, Ph.D. is Vice President for Learning and Academic Affairs at Mohawk Valley Community College in Utica and Rome, New York.
Contact information: Meannace@mvcc.edu*

R&B Corner

(Research&Books)

Strengths Finder 2.0 and Strengths Based Leadership by Tom Rath and Barry Conchie



Dennis Headrick
Vice President, NCIA

In *Strengths Finder 2.0* and *Strengths Based Leadership* (Gallup Press, 2007, 2008), both books focus on an individual's strengths. *Strengths Finder 2.0* helps a person identify what your strengths are and then how do you apply those strengths to your life. The first book identifies 34 themes and ideas for action as you identify what your strengths are. Strengths are identified through a self-assessment that is provided within the book. In *Strengths Based Leadership*, the focus is on investing in your strengths, but also looking at the strengths of others on your team. Then, understanding how you use the strengths of each team member to maximize the efforts of that team, and an understanding of why people follow others with certain strengths.

At Southeast Community College, as a Vice President, I believed that it was important for me to understand my strengths, but also the strengths of the Division Deans and Directors who report to me. So we all took the assessment and identified our various strengths. The Leadership book then put those strengths in four different categories—executing, influencing, relationship building, and strategic thinking. We then charted each of our strengths on an

Excel spreadsheet so that we could see, as a team, where our strengths were and who had which strength. Based on that information we recognize each person's strengths, so if we are putting a team together we make sure that we have the right people on the team. We then know who the person will be to keep the team on focus, which person maintains the harmony of the team, who will be the analytic person, and who will also take command to make sure the team reaches its goals. These books and their resources have been very beneficial, to the point that some of the Deans have also had their Program Supervisors identify their strengths. Some even had the faculty identify their strengths so that we can make sure we have employees working based on their strengths and not asking them to do things that are not their strength. That only sets people up for failure and frustration. We highly recommend both of these books.

*Dennis Headrick, Ph.D. is Vice President of Instruction at Southeast Community College, Lincoln, NE
Contact information: Dheadrick@southeast.edu*

Workshop for Aspiring CAOs

July 15 & 16, 2016



NCIA will be offering a workshop for instructional administrative professionals who aspire to be a Chief Academic Officer! This year's workshop promises to be our best yet, and will include:

- Question & Answer session with panel of current Community College Presidents
- Question & Answer session with panel of current Chief Academic Officers
- Individual time with Angela Provert, President & CEO of The Pauly Group, to critique Résumé & CV and answer questions related to the search and interview process
- Four successive sessions

Save the Date!

July 15, & 16, 2016

Registration information coming soon!



New NCIA Benefits!

The National Council of Instructional Administrators is happy to announce its collaboration with the National Council of Student Development, also an affiliate council of the American Association of Community Colleges. As part of this collaboration, NCIA members will gain access to NCSD workshops and conferences *at a reduced cost*. Please take advantage of this new benefit ~ a *15% registration discount* to NCSD's upcoming workshop:

The 2016 Walter G. Bumphus Leadership Institute designed to nurture participants for career advancement in Student Development

Hosted at Houston Community College June 9-11, 2016

Submit nominations by March 30, 2016 to institute@ncsd-aacc.com

Learn more at <http://www.ncsd-aacc.com/leadership-institute-2016/>

Stay tuned for additional benefits from our collaboration with NCSD!



Katherine Wesley, Ph.D.
Executive Director, NCIA
University of Nebraska – Lincoln
Department of Educational Administration
kwesley4@unl.edu

An affiliated council of

