How Can Colleges Best Support Middle Leaders?

Strengthening Student Success 2018
Garden Grove
Wendy Smith

- Guided Pathways Regional Coordinator
- Former BSSOT & BSI Coordinator
- Former Honors Program Coordinator
- English Professor
- Honey Badger/Nuisance for Equity

I want social justice!
Michelle Dougherty

- Basic Skills Initiative Coordinator
- BSSOT Acceleration Faculty Coordinator
- English Professor

Real accessibility!
Leticia P. López

- Acting Program Manager HSI Grants:
  - Title V Proyecto Éxito
  - Title III STEM Conexiones
- Former Spanish Professor
- Former Honors & Int’l Education Coordinator
Objectives & Takeaways of this Session

1. Identify and state what you want (**moral imperative!**)
2. Articulate **challenges** you have faced
3. Brainstorm **possibilities** for overcoming barriers
4. **Network** with colleagues in similar contexts
5. Use this process to **assess** what we and our institutions need
## Snapshots

Experience sharing our journey as middle leaders...

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<thead>
<tr>
<th></th>
<th>Challenge</th>
<th>Success</th>
<th>Support</th>
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<tbody>
<tr>
<td>Wendy</td>
<td>My own faculty habits</td>
<td>Made connections with Continuing Education; Promoted dialogue across disciplines</td>
<td>LFM, CAP, experienced coordinators, therapy, mean streets, collaboration</td>
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<tr>
<td>Michelle</td>
<td>Outdated beliefs about readiness</td>
<td>Corequisite model; placement changes; professional development program</td>
<td>Collaboration with campus community (Research, Math, Administration); BSSOT</td>
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<td>Lety</td>
<td>Faculty reluctance</td>
<td>Course Redesign Institute</td>
<td>Instructional Designer helps faculty embed YouTube videos in their lectures</td>
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Defining Middle Leadership

- Teaching/counseling faculty and staff in recent years recruited into leadership roles with little formal training or mentoring.
- The Leading from the Middle Academy was designed to teach and support change agents in their new contexts.
- Participants gain a capacity to prioritize and lead various changes through “evidence-based inquiry.”

From “What Do We Mean when we Talk about Middle Leadership?” (Asera, 2017)
What Characterizes Middle Leaders?

Middle leaders

- Are rooted in the **moral purpose** of their work
- Organize, implement, and sustain **institutional change** at their colleges
- Need to see and understand the **bigger picture**
- Engage in **collaborations, teams, and coalitions**
- Need to understand complexity and **messiness** of change process
- Measure transformational change in **years**

From “What Do We Mean when we Talk about Middle Leadership?” (Asera, 2017)
Democratic Small Group Sharing: 10 minutes

The Big Question: What is your Why?

He who has a Why to live for can bear almost any How.

Nietzsche said that. I lived it.

-- Viktor Frankl
Introductions

- **Each person:** Take one minute to introduce yourself: say a few words about your institutional culture and middle leaders and state your Why.

- After everyone has had a turn, now go around again. Each person gets one minute to respond to something someone else said.
Take 10 Minutes to Answer a Poster Question

● What challenges do you face in your role? (Resistance, lack of support for risk-taking, professional development, unexpected disruptions, balancing various roles, etc.)

● How can challenges be addressed?

● How can we be more intentional about relationship-building and networking?
Gallery Walk

Take 10 minutes to look at other questions and respond to them. Add any comments you like as well as your contact information if you can offer any suggestions based on your experience.
What are your takeaways?
Questions?

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