

# AACC holds first Leading Forward summit

*Initiative aims to help colleges cultivate new leaders*

By MADELINE PATTON

Representatives of 19 affiliated councils of the American Association of Community Colleges met Nov. 18 in Washington, D.C., for the first summit of Leading Forward.

Leading Forward is an AACC initiative supported by a \$1.9 million planning grant from the W. K. Kellogg Foundation to help community colleges cultivate leaders for top administrative and faculty posts.

Retirements by the generation of men and women who have led community colleges since the 1960s and 1970s is fueling concern about a potential leadership vacuum. Estimates, based on research by AACC and others, indicate that 700 new community college presidents and campus heads, 1,800 new upper-level administrators and 30,000 new faculty will be needed by 2007.

"I know that many of our affiliated councils have had leadership initiatives, but this is the first time that we've gotten together to talk about how we're going to meet the challenges ahead," AACC President and CEO George R. Boggs said in welcoming the 40 summit attendees.

For eight hours following that early morning greeting, Steve Brigham, a facilitator from AmericaSpeaks, guided small and large group discussions where participants shared "their best thinking" about leadership development.

"I see all these conversations we're having today as exploratory," Brigham told the group.

The exploration of leadership development will continue with other stakeholders in subsequent meetings. Three other leadership summits are scheduled. Two are scheduled in January, one with representatives of colleges, states and consortia that have their own leadership programs, and

the other with representatives of community colleges that have geographic and other special challenges. A third summit is scheduled in March, with representatives of universities with higher education administration graduate degree programs.

The goal of this first phase of Leading Forward is to produce an integrated plan or national framework, endorsed by the various stakeholders, that uses an array of strategies to develop new community college leaders.

"We want to build consensus in the community college field," said Lynn Barnett, AACC vice president for academic, student and community development and co-director of Leading Forward.

To inform this consensus-building effort, Leading Forward has launched two research efforts. One, the "Legacy" study, will look at graduate school programs previously supported by Kellogg to prepare community college presidents.

The other research project, called "New Generations," will examine various leadership development efforts through case studies of at least three university-based programs that attract diverse students and allow for Web-based study and other options for working adults seeking a doctorate.

A list of 189 programs can be viewed at [www.aacc.nche.edu](http://www.aacc.nche.edu). An inventory of the affiliated councils' leadership development efforts was compiled for the summit meeting and will soon be posted on the Web site as well.

While the specifics of a national framework will not be determined until input from all the summits is synthesized, Barnett said she hopes the framework integrates new and existing programs in a way that will be helpful to individuals and institutions.

Figuring out just how it will do this is



Cheryl Gamble/AACC

**Evelyn Clements of the National Council on Student Development, Ted Martinez (center) of the National Community College Hispanic Council and N.J. Wolfe of the National Council for Learning Resources listen to a discussion Nov. 18 at the Leading Forward summit in Washington, D.C.**

among the challenges that will be worked through during the next year.

Though the task is enormous, Brenda Simmons, executive dean of Florida Community College at Jacksonville and representative of the National Council of Black American Affairs, echoed the enthusiasm of many at the meeting. "There's strength in diversity when we come together with a collective response to our discussion," she said.

The Council representatives at the first summit began their work by brainstorming about the knowledge, skills and values they consider essential for effective community college leaders.

The long list included knowledge of community colleges' mission, leadership theory and practice, institutional and community history and demographics, the political process, budgeting and planning, technology and the learning process. The

ability to communicate well, build relationships, motivate, persuade and delegate were among the skills identified for effective leadership. The values the group prized include integrity, loyalty, fairness, an appreciation of diversity and passion for community college goals.

"The passion comes from your values. You need the passion not to feel exhausted when you look at the list of knowledge, skills and values," said Elva C. LeBlanc, president of Galveston College. LeBlanc represented the National Community College Hispanic Council.

In small groups, the participants shared their ideas about ways to develop new leaders. The group's final task was to suggest ways to make the national framework comprehensive and useful. Summaries of all the large group discussions at the summit will be posted on [www.aacc.nche.edu](http://www.aacc.nche.edu).

## Cybersecurity programs growing with help of grants

Attacks on computer networks pose a growing threat to colleges, businesses and homeland security, and community colleges are playing an increasing role in training technology workers to defend systems from hackers and viruses.

The U.S. National Guard Bureau awarded \$1.3 million to Community College of Allegheny County (Pennsylvania) and Carnegie Mellon's Software Engineering Institute (SEI) to develop courses that will help companies defend their computer systems and survive a cyberattack. The two institutions have each received a portion of the funding to standardize a cybersecurity curriculum for community colleges across the country, making such training affordable and accessible to professionals and employers.

A four-year, \$3 million grant from the National Science Foundation went to Moraine Valley Community College in Illinois, which along with six partner institutions representing five Midwest states has established the Regional Center for Systems Security and Information Assurance — the first comprehensive information technology security center in the Midwest.

Staff and faculty from Moraine Valley helped to establish this partnership to provide training programs for future IT security professionals.

The center will address the need for IT security professionals by increasing faculty expertise and higher education training programs in IT security and data

assurance. The center will collect, categorize, adapt, enhance, standardize and evaluate curriculum and offer training programs to community colleges and university faculty and students across the five-state region including Illinois, Ohio, Michigan, Minnesota and Wisconsin.

U.S. Rep. John P. Murtha, D-Penn., played a critical role in obtaining funding for the initiative at the Community College of Allegheny County through the U.S. Department of Defense.

"Computer networks give us a tremendous advantage in processing and distributing information, but they also create a major risk if we can't maintain their security. To manage that risk, we need people with the best, up-to-date training we can provide," Murtha said.

The Survivability and Information Assurance Certificate Program at CCAC will arm network and system administrators with the necessary skills for recognizing, resisting and recovering from attacks on networked systems. Students enrolled in the hands-on program will have the opportunity to defend a network against simulated cyberattacks.

"This initiative will capitalize on CCAC's cutting-edge computer instruction techniques and will position the college as a national leader in cybersecurity training," said Stewart Sutin, CCAC president.

Upon successful completion of the pilot course, the program will be expanded to other CCAC locations by next

fall. By 2005, the program should be ready for other community colleges to offer.

The Regional Center for Systems Security and Information Assurance at Moraine Valley Community College will partner with private industry and local and federal government agencies to establish an advisory committee that will influence curriculum development to meet industry needs. The center will also work with these agencies to offer valuable internships for students and externships for faculty.

With the increasing number of viruses, spyware worms, and hacker intrusions, many organizations have lost productivity and compromised data. The center at Moraine Valley will offer free and low-cost NSF-sponsored community workshops to address security solutions, vulnerability audits and developing security policies.

In addition, Moraine Valley will be offering workshops to increase the public's security awareness and their understanding of information security and data assurance.

Any organization wishing to serve on the advisory committee can contact Aurora Zwick, center coordinator, at 708-974-5741 or by e-mail to [zwick@morainevalley.edu](mailto:zwick@morainevalley.edu); or contact Erich Spengler, associate professor of information management systems and principal investigator for the NSF grant, at 708-974-5482 or by e-mail to [spengler@morainevalley.edu](mailto:spengler@morainevalley.edu).