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Taxonomy of Organizational Change

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This paper provides an overview of the search for a change framework that is suitable for use in a community college engaging in a major change process. A review of current literature looks at types of change in organizations and the imperatives for change facing community colleges today. A taxonomy is presented, giving an overview of the common characteristics of several change frameworks. While no specific product or service is endorsed or recommended, one outcome of this article is to provide a basis on which one could develop a change process map and identify milestones tailored to each college's particular context. The main outcome is to provide the college researcher or planner with a diagnostic checklist for designing, implementing and monitoring a change process within an institution. The checklist developed for one community college is presented as an example of how the taxonomy can be used as a qualitative tool for evaluating change over time.

Links Between Leader Cognition, Power, and Change on Community College Campuses

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As organizational change at community colleges becomes the norm, presidents leading these campuses play a heightened role in guiding successful initiatives. The research reported here investigated the relationship between leader cognition and power levers of two presidents as they framed change for campus members. These leaders' underlying cognition influenced their choices of power levers and their approach to guiding change efforts. Given this linkage, leaders' awareness of how to intentionally capitalize on their strengths and being aware of their blind spots will aid in increased success during periods of change.

Using External Environmental Scanning and Forecasting to Improve Strategic Planning

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The effectiveness of community colleges is increasingly dependent on their understanding of the external environment and their capacity to forecast and respond to the changing external landscape. As a result, they need to establish a system to continuously monitor changes in that environment and to identify and weigh the

implications of changes on the communities they serve and on the colleges as well. This can be accomplished in part by developing and implementing external environmental scanning and forecasting activity to identify trends in the external environment and use external trends to develop a strategic plan. This article will explain external environmental scanning and forecasting and discuss its essential role in developing a strategic plan that anticipates and responds to forces of change affecting both community colleges and the communities they serve. Evidence of success includes two case studies of community colleges which used external environmental scanning and forecasting to identify core trends in their respective communities and developed strategic plans to address these forces of change.

Implementing a New Learning Strategy: Organizational Change for a Global Learning Environment

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Globalization, new technology, and the knowledge economy are transforming the role of community colleges in learning. In an increasingly competitive and global education market community colleges in Canada and the USA are responding by changing their missions, culture, curricula, program delivery models, and organizational structures. This interpretative case study examined the change management process at a large Western Canadian comprehensive community college. The purpose was to understand the rapidly shifting circumstances of the college and how these affected change in four organizational categories: paradigm or worldview, vision and mission, culture, and organizational structure. Results illustrate that the college went through significant organizational change, arising from many factors, particularly external forces related to globalization. Changes included a new vision and mission, a different culture and a widely endorsed new academic programming expansion plan based on key knowledge economy sectors. The plan outlined a spectrum of delivery mechanisms and credentials, tactical infrastructure renewal, dozens of new programs and a multi-campus model to take learning everywhere. The outcome aligned the internal substance and structure of academic programming with key sectors of the global learning environment.

The Employee Survey: An Important Tool for Changing the Culture of an Organization

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A regularly administered employee opinion survey is an important institutional outcomes measurement tool. It can provide robust benchmarks and standards for a whole range of dimensions of a healthy workplace. This kind of survey should also be a critically important component of the process of engaging employees in the development of

the organization. An employee survey can serve as a catalyst for cultural change. First the organization must act on the knowledge gained from such a survey to build a climate of trust that employees' opinions matter. If the organization also wishes to use the survey process to establish a collaborative culture, it can model the desired culture change by using a collaborative team to design the survey, administer it, and advise the organization on actions suggested by the results. This paper provides an analysis of the results of two employee surveys, conducted two years apart, and of the processes that were used during the intervening years to communicate the results and implement changes suggested in the first survey. Reflections are also offered on the learning process between the administration of the second survey and the preparations for a third administration of the survey.

An Update from the Consortium for Community College Development: New Planning Tools Available

[Patricia Carter](#), Consortium for Community College Development

Book Review by [Jacqueline Schach](#). "The Tipping Point: How Little Things Can Make a Big Difference" (2002).

Organizational Change and Transformation in Community Colleges: Recent Literature

[Patty Sophos](#), UCLA Graduate School of Education and Information Studies