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Gravitas, Spring 2007

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Open Source Software: A New Business Model for Community Colleges

This issue’s feature article is by **Raúl Rodriguez, President, San Joaquin Delta Community College**, Stockton, California.

Community college leaders now face the exciting opportunity to participate in the open source software community. Unlike the proprietary model of commercial software, open source software is free, developed in a collaborative, voluntary environment, and is open to modification by the user. The open source business model is responsible for making Linux, Apache, U-Portal, and other free software ubiquitous and successful in their adoption.

If more community colleges choose the open source model, there will be more opportunities to collaborate with our peers as well as with four-year institutions. It will also give us the ability to reduce the enormous

costs associated with our administrative software so we can reallocate those dollars to the other vital technologies supporting our students’ learning.

However, in order for us to benefit from such an opportunity, we need to be well-informed as to its advantages for our institutions. This decision must be made by the leaders of our community colleges and not delegated within our organizations. For our colleges to experience the full advantages of this model, our institutions must undergo a major technology shift. The difficulty with such a choice is that it requires some significant reflection on our current environment and where we are heading for the next 15 or more years.

To understand the open source model, we must first understand the proprietary vendor. During our tenure as



Raúl Rodriguez

Should Community College Leaders Embrace the Movement in Higher Education Toward Open Source Software?

college leaders, we have been buying software and associated services from vendors who are driven by profitability; they have used their successes to ensure that their intellectual property links us to their future. Unfortunately for us, this process uses the

(Cont. page 3)

Calendar **2**

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ICCD's

Gravitational Leadership

Program Calendar

June 15, 2007

Leadership Tools for Women

Westchester Community College
Valhalla, NY



Core Skills

August 5-8, 2007

Sustainability for Community Colleges: Curriculum, Culture, Conservation

Leadership Issues Series
ILR School,
Cornell University
Ithaca, NY



Resource Development

October 29-31, 2007

Community College Labor Relations: Effective Contract Implementation and Interpretation

ILR School, Cornell University
Ithaca, NY



Organizational Integrity

November 7-9, 2007

“Growing Giving”: Securing Private Support for Your Community College

Shingle Creek Golf Resort
Orlando, FL



Resource Development

November 15-16, 2007

Successful Teaching Conference

Binghamton Regency Hotel
Binghamton, NY



Organizational Integrity

Spring 2008

The Essentials of Community College Labor Relations

ILR School
Cornell University
Ithaca, NY



Organizational Integrity



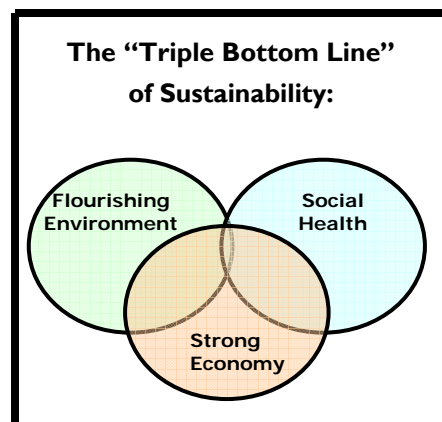
From the Director:
Grieving a Campus Tragedy

One of the presentations at this year's AACC convention was “No Campus is a Safe Haven: Preparing for and Recovering from Acts of Violence.” The presenters had no way of knowing that the next day a young man would take thirty-three lives, including his own, on a college campus.

As leaders, we spend a lot of time talking about differences. One of those differences is how we heal. There is no one right way to heal, and, as one of the presenters pointed out, our own style may not meet the needs of others. Our challenge is to make sure that individuals get the help they need while respecting their choices, including the choice to grieve privately. It is a challenge I hope most of us will never face.

If you'd like to share your thoughts on this, please email me at Barbara.Viniar@cornell.edu.

Barbara Viniar, Ed.D.
Executive Director



Open Source Software (cont. from page 1)

dollars we give them to further increase their sales, marketing and development, which in turn allows them to control our technology, keeping us dependent on their software.

The higher education sector has begun to embrace open source software, and open source communities are working together with the intention of benefiting each other. These open source communities, similar to the communities that developed Linux and Apache, are comprised of a great number of innovators who focus on solutions for educational institutions. Being collaborative in nature, such communities cannot be duplicated by a single campus or by a proprietary vendor.

In higher education, several communities have formed over the last four years. Most notably, there are two 501c3 foundations -- Sakai and Kualii. These communities are comprised of colleges, universities, associations and commercial partners that support the open source model and aide in the development, enhancement, and distribution of software solutions. They also make those solutions available to any institution that wishes to use such solutions without license fees. Commercial partners are welcomed and encouraged to become part of the community because they help ensure the sustainability of the solutions by providing the institution's functional and/or technical support

beyond what the institution is capable of maintaining.

While much of the university community has accepted this model, it has not caught the eye of most of the community college leadership. Community college leaders seem to expect that the university sector will develop these solutions for all of higher education. However, we would be well advised to join this important movement for the following reasons:

- Open source solutions are less expensive than proprietary solutions and their associated services.
- The solutions are being developed by and for higher educational institutions.
- These solutions will not continue to bind our future to that of the vendors.
- Open source gives us freedom and is designed to fit our specific community college requirements so that we no longer fall prey to the proprietary vendors' motives.

It is time for our leadership to acknowledge the merits of this open source business model. We need to make sure that the solutions are appropriate and pertinent

to community college environments. The way to do this is to first understand the relative advantages of open source, then join these open source communities, ensuring that they meet our needs, not just the needs of universities.

This is precisely why San Joaquin Delta Community College has chosen to be a full partner in some leading open source initiatives. After attending an open source conference in 2003, we decided that open source has all the properties we value for our college's future. As a result, we are an equal partner in such initiatives as the Sakai Collaboration and Learning Environment for Education, and the Kualii Foundation Community Open Source, a finance and student system initiative. Our college has benefited immeasurably from our association with these remarkable people and with their well-designed and easy-to-install solutions.

In short, we, as one community college system, have successfully collaborated in the development of technology that will benefit us as well as other community colleges. We also put ourselves in a position to guide our own destiny in terms of receiving solutions that we own and will con-

(Cont. page 5)

We need to make sure that the open source solutions being embraced by higher education are appropriate for the community college environment.

Useful links:

Sakai Collaboration and Learning Environment for Education:
<http://sakaiproject.org>

Kualii Foundation Community Open Source:
<http://www.kualii.org/communities/cos/>





The Featured Speaker at

“Leadership Tools for Women” will be **Tina Packer**, founder and artistic director of Shakespeare and Company in Lenox, Massachusetts. Her presentation is entitled **“Power Plays: On Applying Shakespeare to Leadership.”** Packer is the author of *Power Plays: Shakespeare's Lessons in Leadership and Management*.

Leadership Tools for Women

It's not too late to register!

June 15, 2007
Westchester Community College
Valhalla, NY

Would you like to advance to a CEO or executive-level position at your community college?

Presented by ICCD, Westchester Community College, and the American Association of Women in Community Colleges, Region II, this day-long program will heighten your understanding of the contemporary issues facing women as they move to as

sume leadership roles in their institutions.

Workshops topics include

- “How Do You Prevent Sensitive Issues from Becoming Legal Head aches?”
- “Where are the Women? Noticing the Lay of the Land”
- “Leading from Your Strengths”
- “Candid Conversations with AAWCC's Outstanding Women Leaders”
- “Increasing Your Influence on Committees,” and

- “Knowing How the Dynamics of Culture Defines Leadership”

In addition to the keynote address by Tina Packer (left), Bernice Sandler, Senior Scholar at the Women's Research and Education Institute, will speak during lunch about “Warming up the Chilly Climate for Women and Others, or Why It Still Hurts to be a Woman in Labor.”

For more information about “Leadership Tools for Women,” and to register, visit www.iccd.cornell.edu.

Sustainability for Community Colleges: Curriculum, Culture, Conservation

November 7-9, 2007
Shingle Creek Golf Resort
Orlando, FL

If you are interested in **economic, social, and environmental sustainability**, this hands-on conference is for you.

Who should attend? Presidents, administrators, faculty, and trustees.

The *keynote speaker* is Dr. Debra Rowe, President, U.S. Partnership for Education for Sustainable Development, and Professor, Sustainable Energies and Behavioral Sciences.

Dr. Monica McKenna, Director of the Sustainability Institute, will speak about sustainability as a leadership issue, and John Cusack, Executive Director of the New Jersey Higher Education Partnership for Sustainability will co-host a workshop on “Creating Consortia and Funding Sources.” There will also be a panel of community college presidents, and representatives from state government. For the full program and registration, visit www.iccd.cornell.edu.

“Growing Giving”: Securing Private Support for Your Community College

November 7-9, 2007
Shingle Creek Golf Resort
Orlando, FL

Take your private fundraising to the next level. For presidents, board chairs, foundation board chairs and directors, and CAO's.

For more information or to register, visit www.iccd.cornell.edu.

Open Source Software (Cont. from page 3)

continue to build with the assistance of the open source community. This is a very comfortable situation!

We encourage more community colleges to join this community. The reason is twofold. First, we would like to advance these solutions with the benefit of innovative ideas from more community college input. Second, we would like more of our community college colleagues to benefit from a

business model that will unquestionably become the preferred business model in the near future. I say this not merely from my own vision of the future of technology, but from the view of many of our corporate and individual technology leaders. Their consensus is that software is quickly becoming a commodity that will leave commercial vendors in a very vulnerable position because their current

business models will inevitably change. This will only lead to an even more difficult situation for us if we don't choose open source.

By making the choice to become a part of this important movement, we, as leaders of our institutions, will be able to both guide the technological solutions to our particular challenges as community colleges, and further our mission.

"We would like more of our community college colleagues to benefit from a business model that will unquestionably become the preferred business model in the near future."

*- Raúl Rodríguez, President,
San Joaquin Delta Community
College*

"Outstanding Women Leadership" Series Announces Second Honoree

Dr. Barbara Horn, Nassau Community College English Professor and Coordinator of its Women's Studies Project was selected by ICCD and the AAWCC, Region II, to be the second woman to be honored in the AAWCC's *Outstanding Women Leadership Series*.

by Lee Riddell,
ICCD Assistant Director

"On Strength"

Dr. Barbara Horn, English professor and coordinator of the Women's Studies Project at Nassau Community College in Garden City, New York, has been selected by the American Association of Women in Community Colleges, Region

II, to be interviewed by the Institute for Community College Development as part of their joint "Outstanding Women Leadership" series. The AAWCC's Region II includes New York, New Jersey, and Puerto Rico. The series honors women who have made outstanding contributions to creating and broadening opportunities for women in community colleges.

Horn is honored for her passion and creativity in building connections between women of all ages in higher education. In addition to coordinating the Women's Studies Project at Nassau, Horn has also been a member of the editorial board of the an educational project of the *Women's Studies Quarterly*,

an educational project of the Feminist Press at the City University of New York, and is an avid writer on feminism.

As a leader Horn exhibits great depth and spirit. She attributes this to her passion for gardening. "Gardening is very therapeutic. You lose time and you lose yourself," beams Horn over the phone. "It gives me strength in many ways, by adding depth to my subject matter and my teaching, by giving me physical strength, emotional strength, and a way to be involved in my own world." A past marathon runner, Horn now rides her bike 40 minutes a day and gardens on summer weekends at her rural Long Island home.

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You may meet Dr. Barbara Horn

in a workshop with two other honorees from the AAWCC's "Outstanding Women Leadership" Series at ICCD's "**Leadership Tools for Women**" conference June 15, 2007, at Westchester Community College in Valhalla, NY.

To register for the conference, go to www.iccd.cornell.edu.

Horn challenges her students to ask "Where are the women?...What are the images of women,...their roles,...the messages they are giving to other women?"



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Outstanding Women Leadership Series

(Cont. from page 5)

As a little girl on the farm, Horn started to watch people and write down what she saw: the one-room school house, the struggling farmers, people suffering from lack of work. She began to sense “community.” “One of the things I work on,” Horn says, “is to be a very careful observer. I put myself in places where I am interested in what I see. I am fascinated by New York City, for example: everything is very colorful, textured, and contrasting, unlike rural Missouri where I grew up.”

Horn lives through her work. “My work and my teaching inspire me,” she says. Her

Photo credits:

President Rodriguez, page 1:
<http://www.deltacollege.edu>

Tina Packer, page 4:
Shakespeare and Company

The Institute for Community College Development

The Institute for Community College Development provides leadership programming and research support for community college CEOs, administrators, faculty and trustees nation-wide. Founded as a partnership between the State University of New York and Cornell University to address the critical issue of leadership succession, ICCD offers a comprehensive program assessing leadership ability at the personal and organizational level, and targeted educational opportunities that develop those skills.

interest in women’s studies evolved from her passionate research about strong pioneer women. She read their stories, tracked their lives and presented what she learned at conferences across the country.

At Nassau, Horn was able to find a place for her passion in developing the Women’s Studies Project (WST). WST is a multidisciplinary project emphasizing diversity with courses examining women’s roles cross-culturally. Women’s Studies particularly attracts non-traditional students, especially returning women, women of color, and working class women—transforming their lives, making them see the world through a new lens and enabling them to develop strategies for more successful lives.

Horn believes that there are significant similarities between pioneer women and the women who now come through her program. Strength is what connects these women,” she says. “The work ethic is what I try to impress upon my students. It is very important for them to deal with their lives – their strug-

gles and their successes. The pioneer women I studied early on were very committed to the land, to productivity, even though they didn’t produce a whole lot, and many were really struggling. Yet because of those struggles they found a moral vein, a purpose, a thread that moved through their lives. I hope I help the women in my program discover that thread.”

Horn also challenges her students to ask “Where are the women?” She gives two examples where women are not seen: “We find it in elite men who do not see black people or women because they don’t count, and in people who are angry at women in prominent positions because they don’t want them there.” Horn believes all of us have to find ways to help make women more visible. Activism is one way, being a role model is another—“the way we are in the classroom, and the way we live our lives. I think it’s a powerful thing to be a role model for young women.”

In Nassau’s Women’s Studies Project, connections between women are strength-

ened through the faculty seminar: each semester writers, artists, activists and women from the community gather to share their creativity, reflecting the AAWCC’s mission of supporting women in higher education. And the affiliation these women have with AAWCC says that they are not alone, they are bigger than Nassau Community College.

When asked what she would like to tell other women, Horn replies, “When you enter anything—a new institution, a theater, a bar, or a family gathering— see where the women are. In asking that, we are asking many things – what are the images of women, what are their roles, what are their tasks, what are the messages they are giving to other women?” “See what the lay of the land is,” she suggests, “and you will find where your strengths lie.”