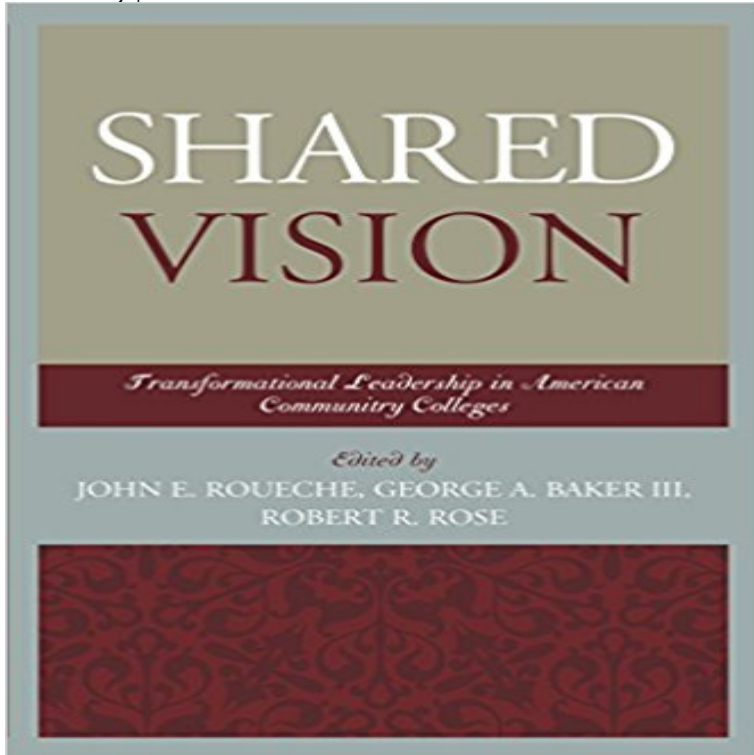


# Shared Vision: Transformational Leadership in American Community Colleges



Based on a study of 256 exemplary community college presidents, this book examines the attributes of outstanding leaders and their ability to orchestrate organizational change. Chapter 1 provides the background for the study, emphasizes the importance of leadership, and identifies attributes common to transformational leaders; that is, leaders who work with their followers so that each raises the other to higher levels of motivation and morality. Chapter 2 summarizes leadership theory and offers a discussion of transformational leadership and its place in a rapidly changing society. After chapter 3 reviews the study methodology, chapters 4 and 5 present findings on the demographic and leadership characteristics of the presidents selected for in-depth study. Chapters 6 through 10 discuss key elements of transformational leadership, including shared vision, teamwork and collaborative decision making, institutional climate and the relationship between the institution and the individuals within it, motivation as a means of achieving followers acceptance of the shared vision, and personal values, integrity, and commitment to learning. Chapter 11 examines women in community college leadership roles. Finally, chapter 12 presents a summary of the research, a discussion of the problems faced by minority leaders, and a review of study implications. The survey instruments and an eighty-five-item bibliography are appended.

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