

Talk to Me: What CCC Trustees Want From Their CEOs

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**Wheelhouse: The Center for Community College
Leadership and Research**



In This Presentation

- What is Wheelhouse?
- State of CEO stability in CA -- Context for Discussion
 - Trustee survey – details and results
 - Compare and contrast Trustee/CEO views



MEET WHEELHOUSE

What is Wheelhouse?



2017 Wheelhouse Institute on Leadership

- Born of concern about short CEO tenure
- Housed at UC Davis School of Education
- Twofold mission:
 - Leadership Development:** CEOs develop essential capacities/networks
 - Research:** Policy, trends, issues that impact colleges/student success

Who Supports our Work?

Advisory Board

Manuel Baca

Thomas Bailey

Helen Benjamin

Julie Bruno

Edward Bush

Larry Galizio

Brice Harris

Doug Houston

Harold Levine

Lauren Lindstrom

Erik Skinner

Public Resources

Institutional Effectiveness Partnership Initiative (CECCO)

UC Davis

Private Investment

The James Irvine Foundation

College Futures Foundation

Evelyn and Walter Haas Jr. Fund

CA Context: Community College Inventory



CA Community Colleges:

- 72 districts
- 114 colleges
- Over 2 million students
- 20% of US CC student population



CA CCC Trustees:

- 400 serving statewide
- Locally elected
- Serve in single and multi-college districts



Tough Job if You Can Keep It

We need more stability at the top:

- Average tenure of Fortune 500 CEO: 9.7 years
- Median tenure of UC/CSU president: 7 years
- Median tenure of **CA CC president:** **3.5 years**
- Median tenure of K-12 superintendent: 3.2 years

(Sources: The Conference Board, CCLC, Council of Great City Schools)

2017 Trustee Survey

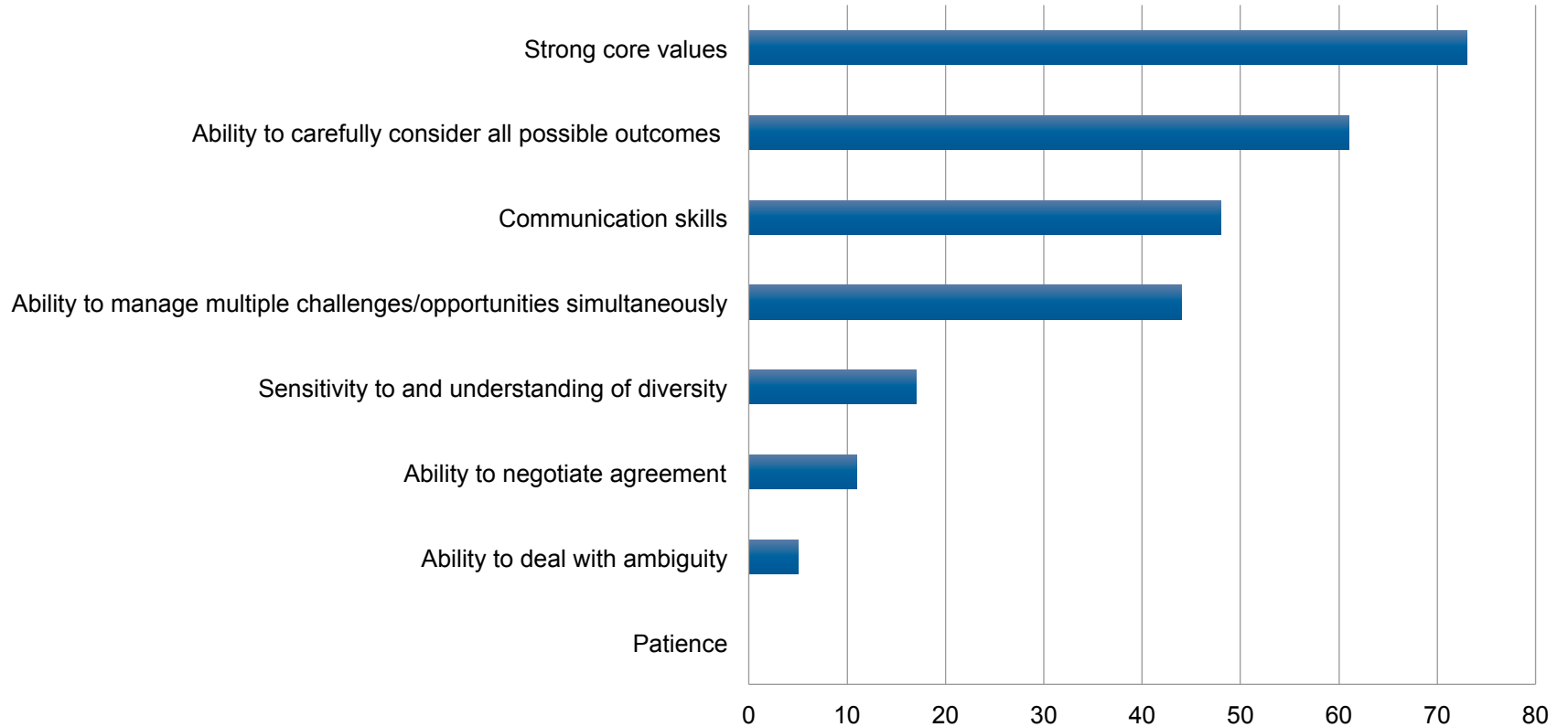


- Conducted in Spring 2017
- Partnership with League to email all member trustees
- Participation: 100 respondents (25%)
 - Gender evenly split
 - Half were 65 or older
 - 66% white/non-Hispanic; 4% African American; 3% East Asian; 14% declined to state.
 - 2/3 serve urban/suburban districts (vs. rural)
 - 1/2 serve single-college districts (vs. multi)



**Trustees:
What CEO
Leadership
Attributes Are
They Looking
For?**

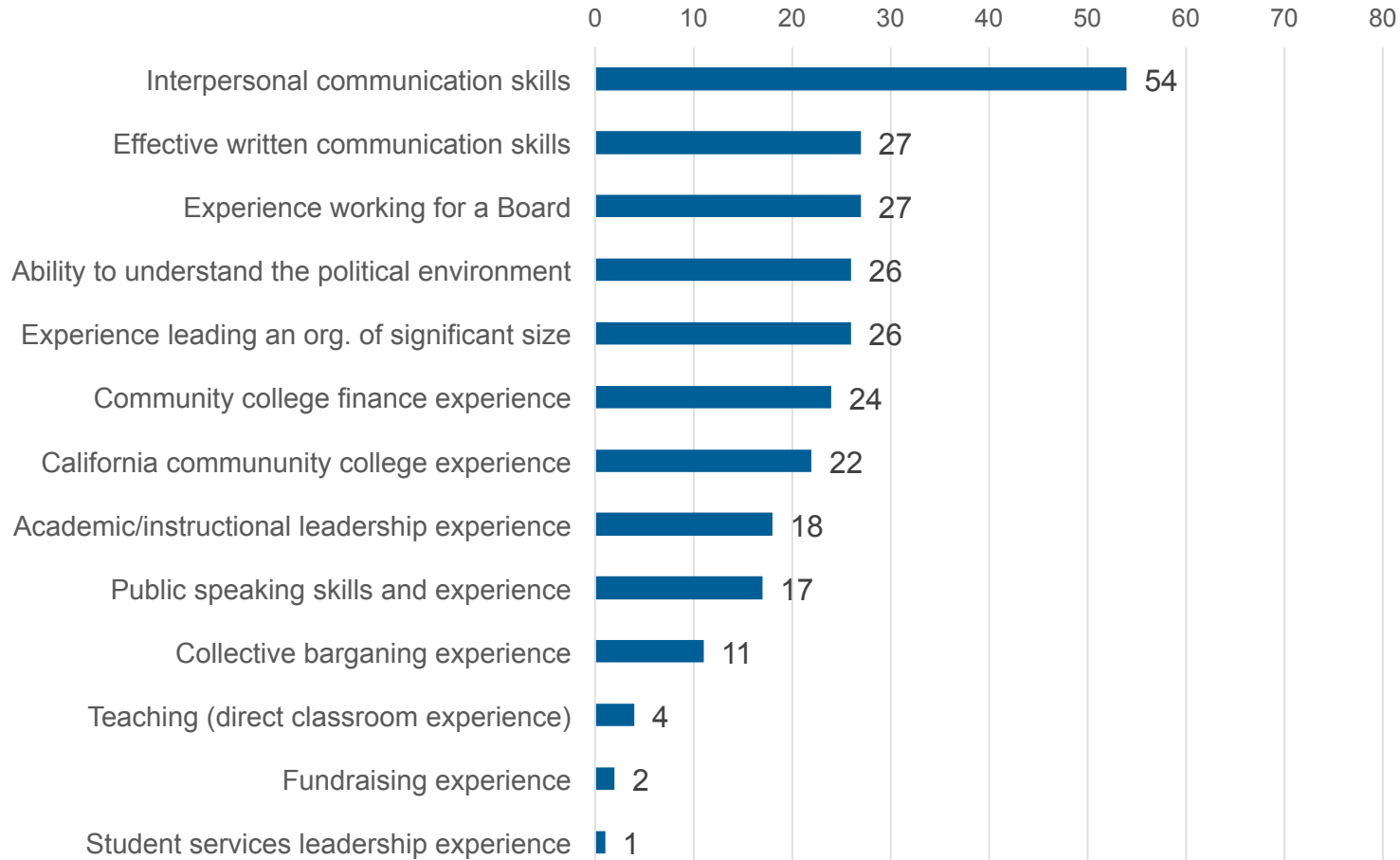
Top 3 Leadership Attributes





**Trustees:
What Skills Are
They Looking
For in a CEO?**

Top 3 Professional Skills/Experiences (N-95)



An abstract graphic on the left side of the slide, consisting of several overlapping, curved, blue shapes that create a sense of motion and depth. The colors range from a light blue to a darker blue, and the shapes are arranged in a way that suggests a spiral or a series of overlapping layers.

Trustee Perspective: CEO's Top Responsibilities

Top 3 CEO Responsibilities (N=95)

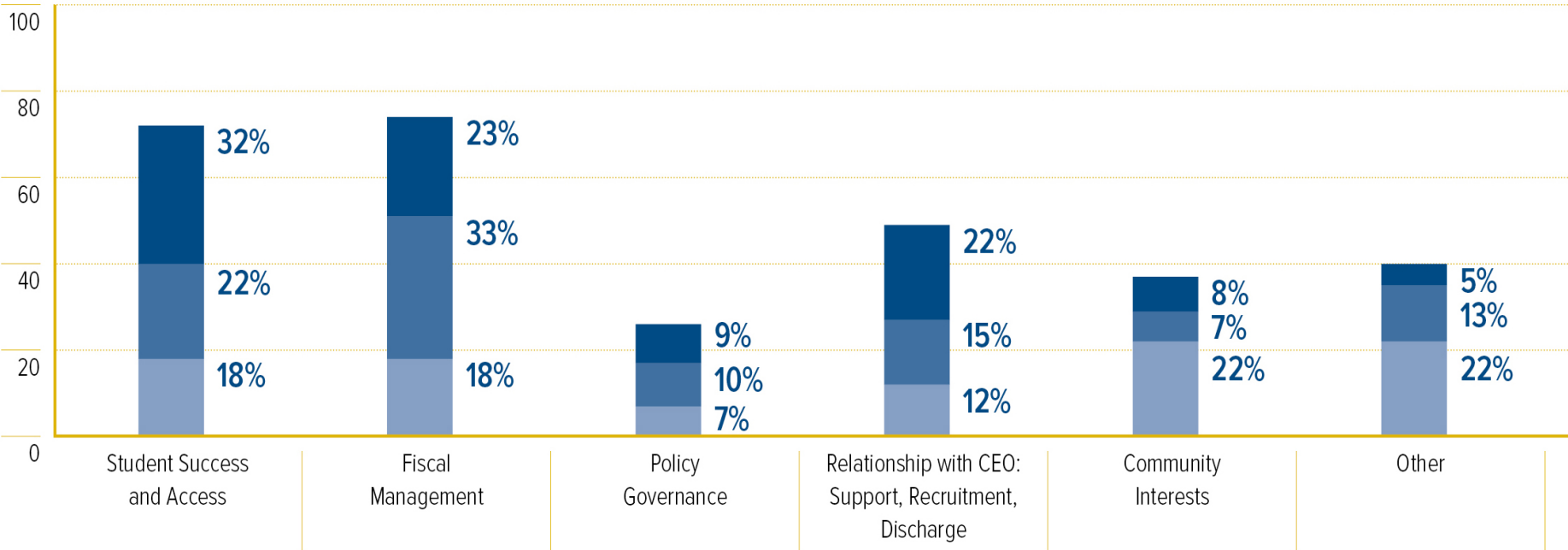


An abstract graphic on the left side of the slide, consisting of several overlapping, curved, blue shapes that create a sense of motion and depth. The colors range from a light blue to a darker blue, and the shapes are layered to create a 3D effect.

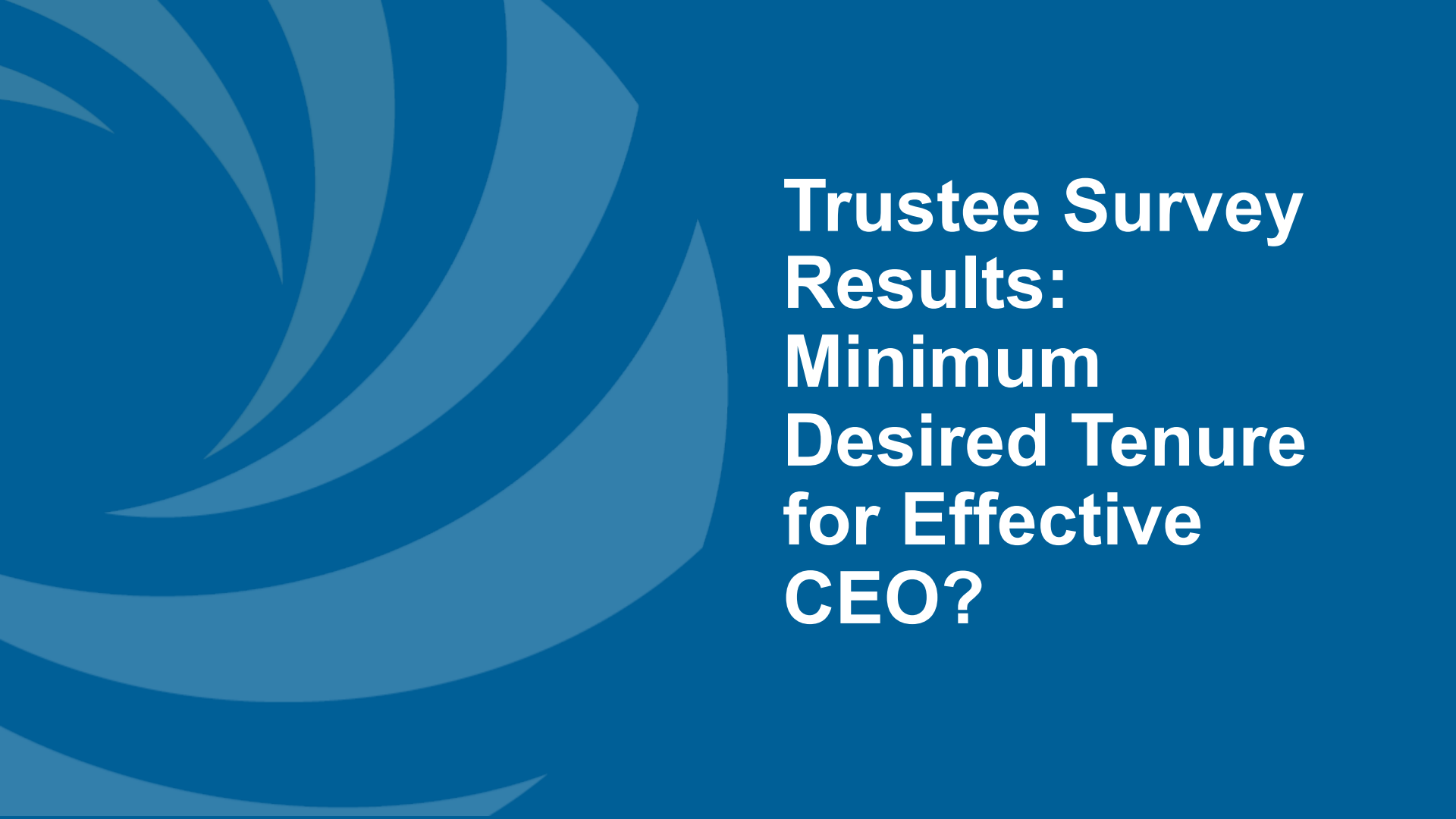
Trustee Perspective: Trustees' Top Responsibilities

Top Three Trustee Priorities/Responsibilities (N=96)

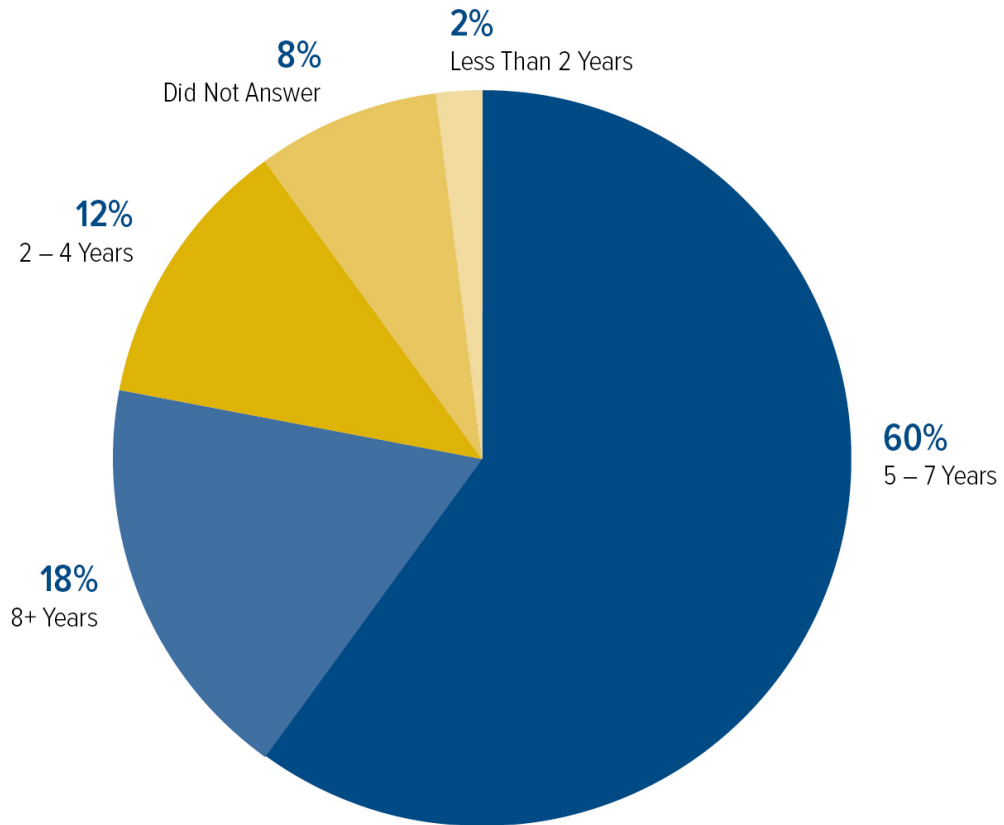
- Priority 1
- Priority 2
- Priority 3



Percentages exceed 100 due to rounding.



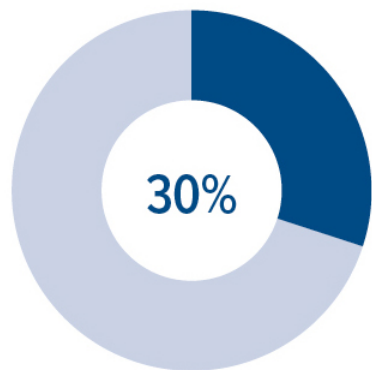
**Trustee Survey
Results:
Minimum
Desired Tenure
for Effective
CEO?**



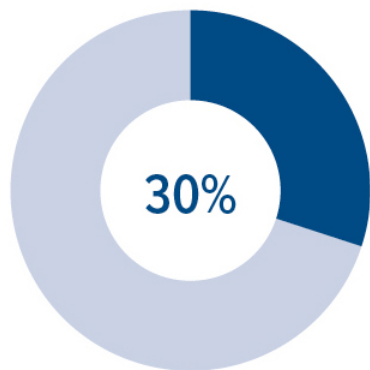
N=88

2016 CEO Survey Results: How Long Do You Plan to Stay?

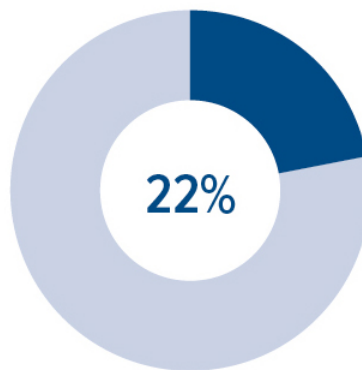
How long do you anticipate continuing in your current position? (n=63)



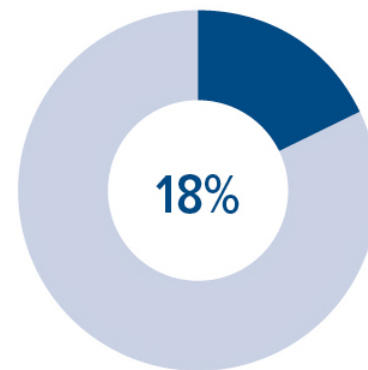
Less than 1 year



1 – 3 years



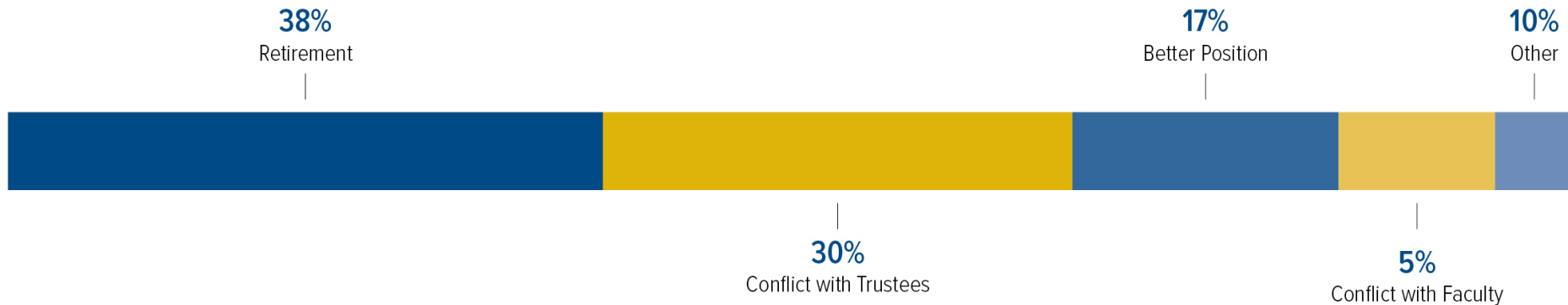
4 – 6 years



7 or more years

Trustees Perspective: Why Do CEOs Leave Their Jobs?

In Your Opinion, Why Did Departing CEO(s) Leave? (N=75)



Percentages do not add up to 100 because 5% of respondents did not answer this question (reflecting a subset of respondents who said they had served during the departure of a CEO).

CEO Perspective: Why Do CEOs Leave Their Jobs?



Trustee Survey Results: What's the Hardest Part of Serving?

What is the Most Challenging Part of Serving as a Trustee? (N=94)



Percentages do not add up to 100 because 5% of respondents did not answer this question.

CEOs: Their Biggest Challenges



- Mastering complex, demanding and political nature of the job.
- Understanding “boundaries of decision-making authority”
- Responding to multiple directives (BOG, Legislature, Governor)
- Developing fiscal acumen
- Managing time
- Communicating with multiple audiences
- Clarity about most salient priorities

The background of the slide features a close-up photograph of two hands, one above the other, cupped together in a gesture of care, support, or protection. The hands are rendered in a semi-transparent, light blue color against a solid, darker blue background. The lighting is soft, highlighting the texture of the skin and the creases of the fingers.

Trustee Perspectives

In their own words...



Trustees: In Their Own Words

“Trustees walk a fine line between policy setting and implementation. Knowing how to effect policy changes without interfering in implementation is important ... How do we exercise our role without offending faculty, staff and administrators?”



Trustees: In Their Own Words

“We need to be informed enough to be in the position to ask the pertinent questions that keep us on target so that the public we serve and the faculty and staff know that students and their chances for success are our primary commitment.”



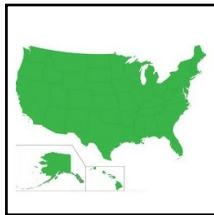
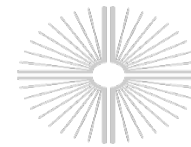
Trustees: In Their Own Words

“We are given full presentations by administrators, but not enough information to more than rubber stamp the positions advocated by administrators. I’m not saying [administrators] are wrong, but trustees need to make decisions grounded in evidence and thorough examination.”



Community College CEO and Executive Leadership Programs

For Current and Aspiring Leaders



National Programs

- Association of Governing Boards of Universities and Colleges (AGB)
 - Workshop for Board Professionals
 - National Conference on Trusteeship
- Association of Community College Trustees (ACCT)
 - Governance Leadership Institute
 - Various Webinars
- American Council on Education (ACE) Institute for New Presidents

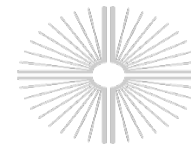


California Programs

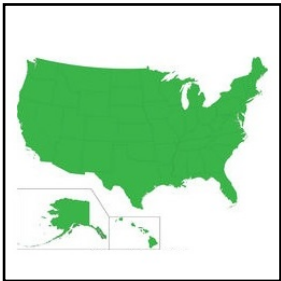
- Association of California Community College Administrators (ACCCA)
 - Administration 101, 102
 - Great Deans Program
 - Mentor Program
- Community College League of CA:
 - Annual Convention
 - Annual Trustees Conference
 - CEO Workshops I & II
 - CEO Symposium
 - CEO Leadership Academy
 - Chris McCarthy Vineyard Symposium
 - Effective Trusteeship & Board Chair Workshops
 - Excellence in Trusteeship Program



Community College CEO and Executive Leadership Programs

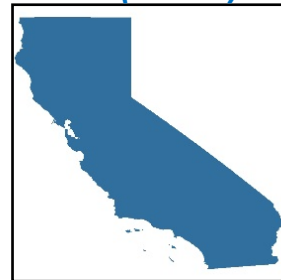


For Current and Aspiring Leaders (cont'd)



National Programs

- American Association of Community Colleges (AACC) Presidents Academy Summer Institute (PASI)
- Aspen Institute Presidential Fellowship for Community College Excellence
- League for Innovation's Executive Leadership Institute (ELI)
- Harvard Graduate School of Education Institute for Management and Leadership in Education (MLE)



California Programs

- California State University, Fullerton Leadership Institute for Tomorrow (LIFT)
- LACCD Presidents Academy (a collaboration of LACCD and UCLA Educational Leadership Program)
- Wheelhouse Institute on Leadership (UC Davis School of Education)
- EdD Degrees in Educational Leadership at USC, UC Davis, Pepperdine, CSU Bakersfield and others

Thank You

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