

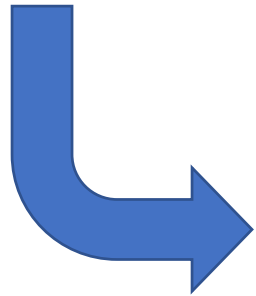
Board Support of CEO

Judy Haggerty
Meredith Brown
Michael Pasquale
Doug Houston
January 2020

- This is the most significant transformational period for Community Colleges since the 1950s post-WWII expansion

significant transformation

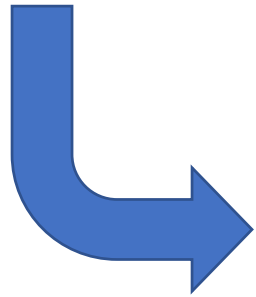
Faculty/Institution-centric curriculum



Workforce-focused curriculum

significant transformation

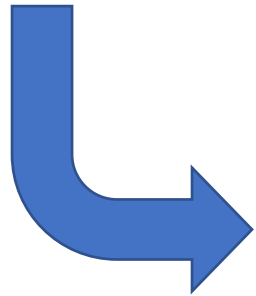
Expect students to be college-ready



Make colleges student-ready

significant transformation

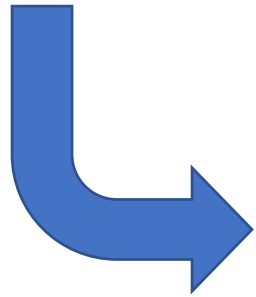
Students have a right to fail



Ensure students succeed

significant transformation

Boutique (categorical) initiatives



Integration & scale

significant transformation

Accountability & Transparency



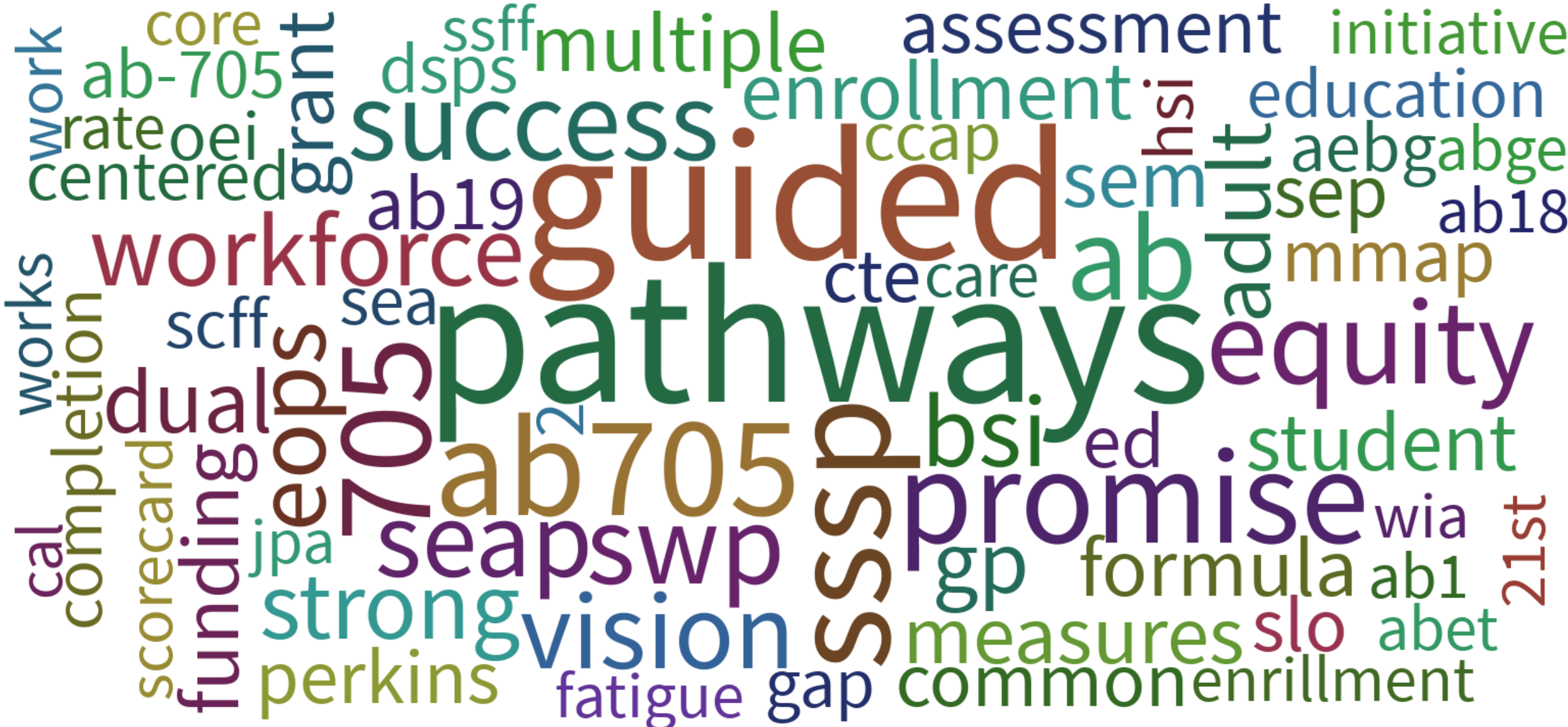
Culture of Inquiry & Evidence



Performance-based funding

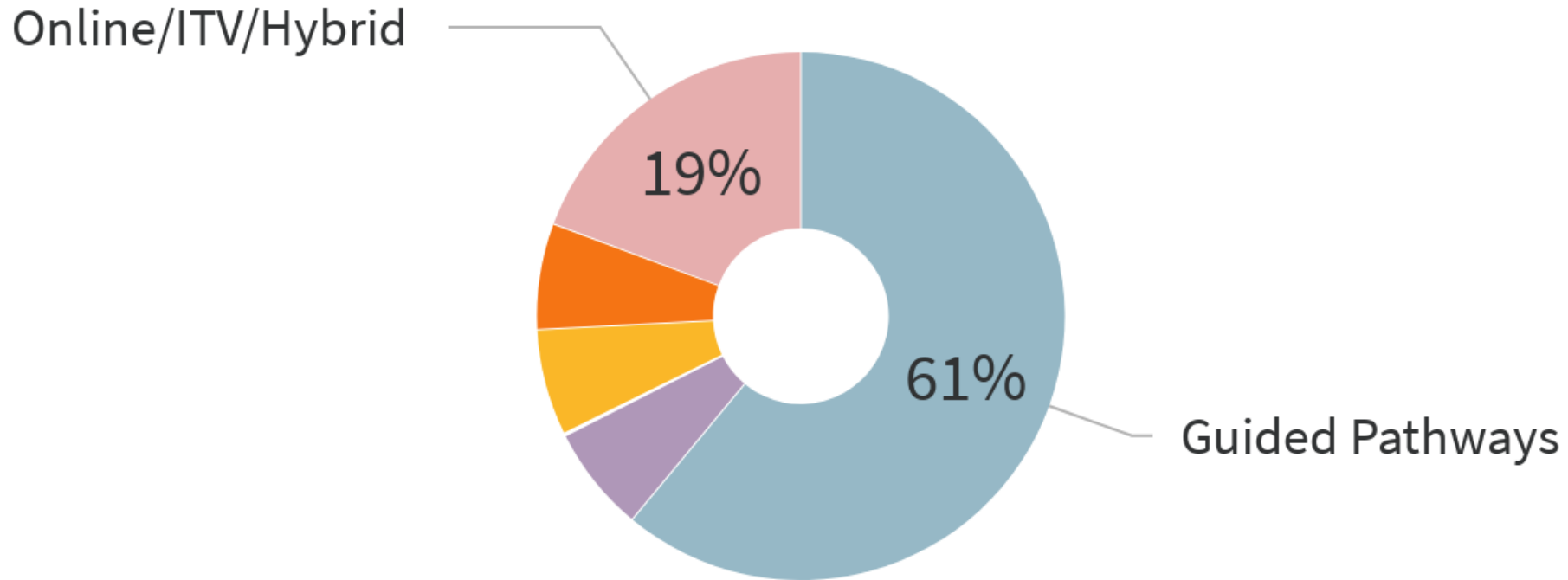
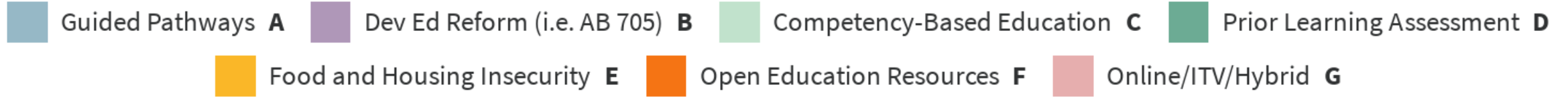
California Community College Initiatives

CA CC Initiatives

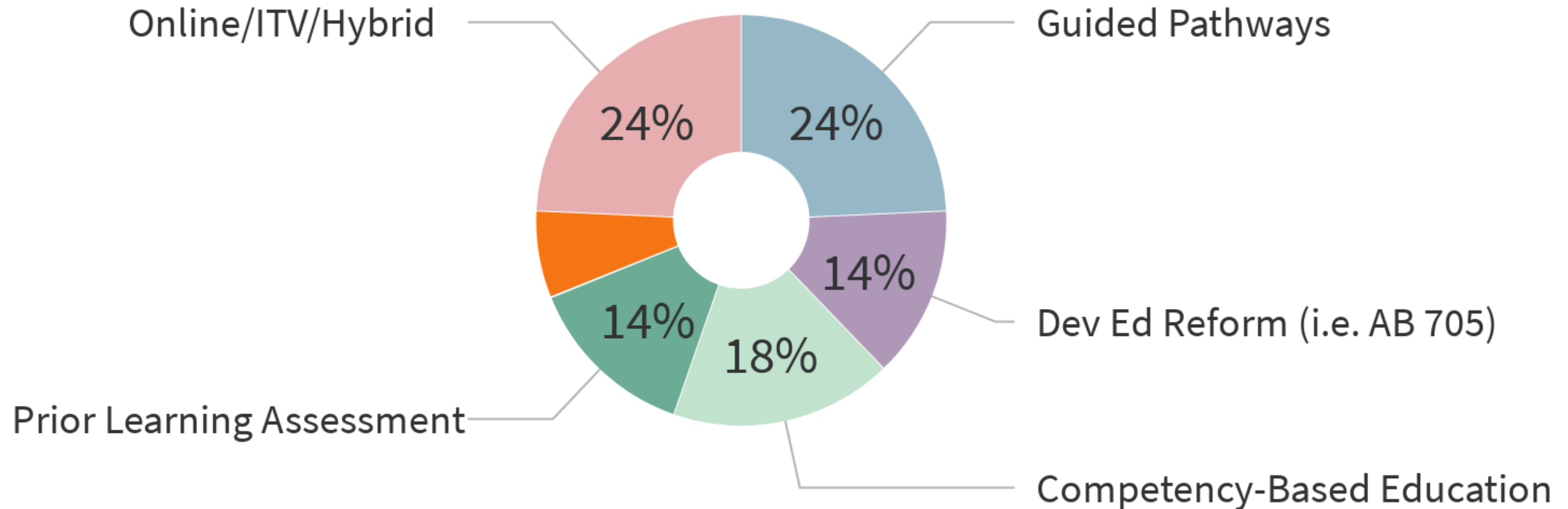
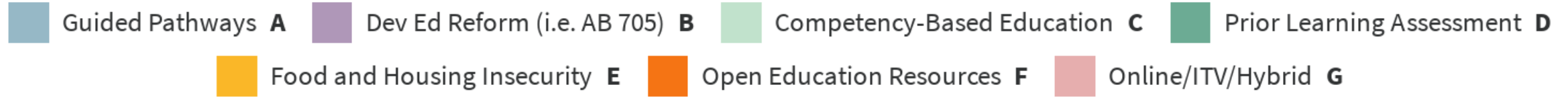


- What should be our top priority?

What should be our top priority?



What will have greatest strategic impact?



- What's next?
- What will be the next major education breakthrough?

What will be the next breakthrough?



“The complexity of the job makes it harder and harder to be prepared for the presidency.”

- Josh Wyner,
Vice President of the Aspen Institute and
Director of the College Excellence Program.

Trustees: CEOs Top Responsibilities

Top 3 CEO Responsibilities (N=95)



Source:
*Talk to me: What
CCC Trustees want
from their CEOs;*
Wheelhouse 2017

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

Source:
*Tough Job if You
Can Keep It;*
Wheelhouse 2016

Challenges especially for *New* CEOs

- Board/Trustee relations
- Collective bargaining relationship *
- Participatory Decision-making *
- Foundations & Fund-raising
- Accreditation
- GO Bond elections and building programs
- Media relations

**These skills
typically aren't acquired
in prior positions**

** particularly for CEOs who are new to California CCs*

Trustees Concerns for CEOs & Institutions

Board's Role in Supporting the CEO?

Table/Small Group Discussion

What skills/attributes do CEOs need?

Where do CEOs develop these
skills/attributes?

CEO Professional Development Opportunities

Institutes and Programs	Annual Conferences
<i>CCLC/ACCCA Aspiring CEO Program</i>	CCLC's ETW/Leg Conference
CCLC's New CEO workshop (I & II)	ACCCA Conference (February)
Peer Coaching Program	ACCT/CCLC National Legislative Summit
CEO Academy	CCLC's CEO Symposium (February/March)
Wheelhouse	Trustee Conference (April/May)
Vineyard Symposium	ACCT Congress (October)
Aspen, AACC ELI, etc.	CCLC's Convention (November)

CEO continued professional development is:

Important but not a priority

Something the CEO should pursue on his/her own time

A priority but not during difficult budget times

An investment in the institution even in the worst budget times

A boondoggle



During this last year, my CEO

Spent too much time in professional development

Did not spend enough time in professional development

I don't know what he/she did for professional development

I can't tell the benefit to my institution from the CEO's professional development



My primary interest in CEO professional development is:



Ensuring the CEO is well developed
for this complex job

Stays current on emerging issues

Influences State and Federal policy
thinking on behalf of my institution

Getting the CEO away from campus to
minimize the damage he/she does

Ensuring the CEO is networking on our
behalf for succession planning



Trustees and CEOs You are a team!

"This is an extremely lonely job and I depend on my Trustees to provide me direction, support and advice" A Community College CEO

"Our CEO is our only employee and we depend on that employee to run this organization, provide us solid information, advice and direction" A Community College Trustee



Questions / Discussion

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