

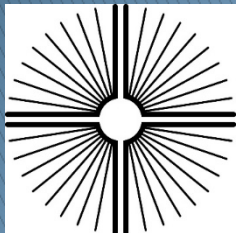
Board Preparation for the CEO Hiring Process

Annual Convention

November 15, 2018

Westin Mission Hills, Rancho Mirage

Community College League of California



Presenters

Dianne McKay

Trustee, Ventura CCD

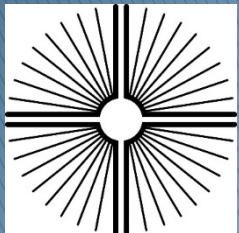
Wanden Treanor

Trustee, Marin CCD

Brice Harris

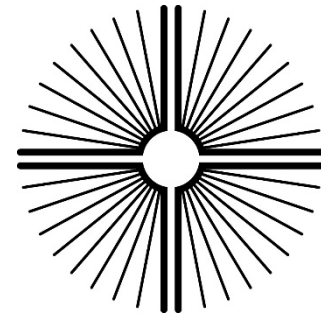
Chancellor Emeritus

California Community Colleges



Agenda

- **Retaining Your CEO**
- **Onboarding Your CEO**
- **Successfully on-boarding a New CEO**
- **Aligning Student Access and Success Priorities to Hiring Criteria**
- **CEO QUALITIES to Ensure Exceptional Levels of Student Success**

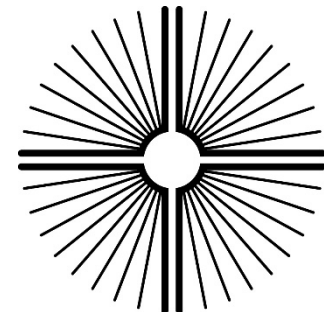


Guiding Questions

Can you keep the leader you have by using some of these tools?

If you know your leader is leaving, what do you need to do to prepare?

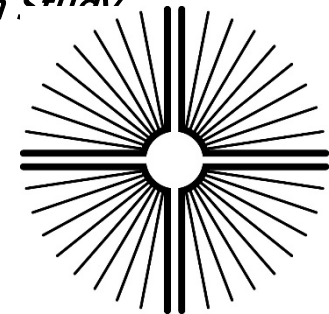
How do you onboard a new CEO and ensure their longevity?



CEO Tenure

- CEO tenure and retention is important to fiscal stability.
- An average tenure of 10 years is optimum for organizational and fiscal stability.
- Since 2007 California CEO Tenure averages 5.3 years.

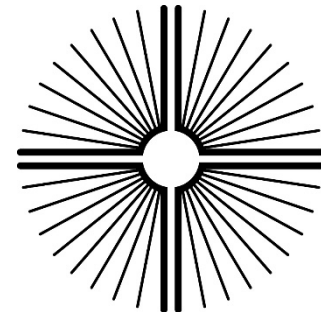
League's 8th CEO Tenure and Retention Study



Retaining your CEO

“The next generation of college CEOs will need a deeper and broader skill set than ever before.”

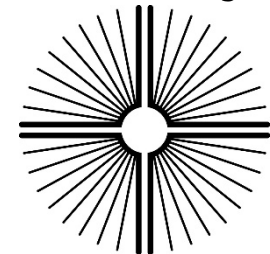
“U.S. higher education institutions need presidents and other leaders who are deeply committed to increasing student access and success and have the knowledge, skills, and tools to achieve that objective in the rapidly evolving landscape.”



Retaining your CEO

- Few leaders enter the role fully prepared for the complexities of the job.
- More should be done to ensure that these leaders can learn effectively on the job.
- There is a need for greater attention to intentional onboarding and increased continuing professional development.

Aspen Task Force on The Future of the College Presidency



Strong CEOs Achieve Goals & Students Benefit

Exceptional leaders need:

- To be trusted to lead.
- To have the knowledge, skills, and willingness to lead courageous conversations within their institutions.
- To be committed to increasing access and success for all students in a rapidly evolving landscape.

Students and Institutions benefit by:

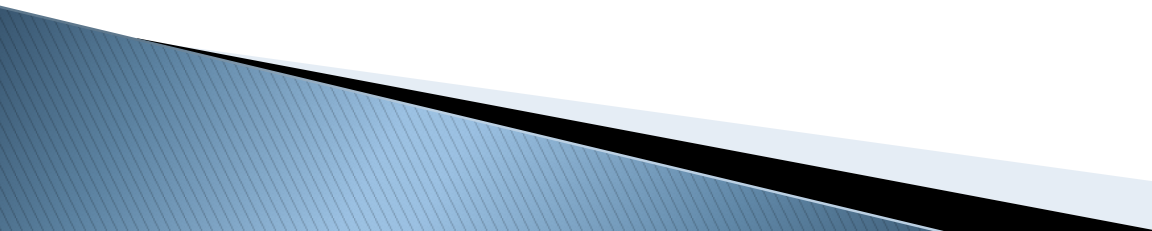
- Continued momentum
 - Avoid the Costly Revolving Door
- 

Key Elements for Successful On-Boarding

External Activities:

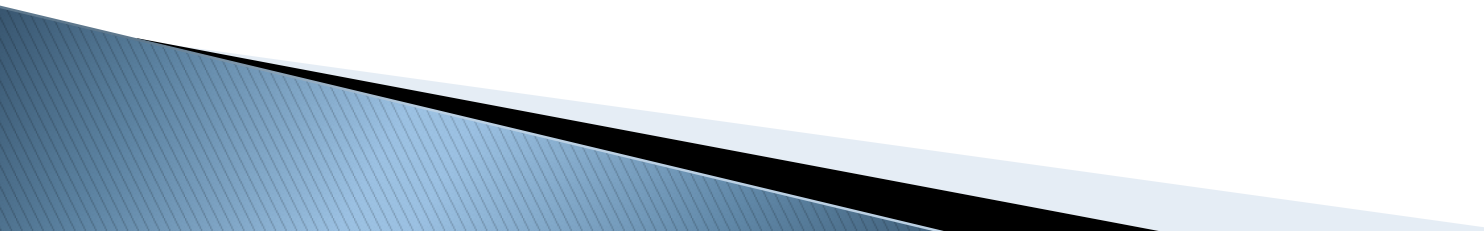
- Engage with K–12 schools, and other higher education institutions leaders, and employers.
- Understand the local, state and national landscape.
- Get to know political leaders.

Internal Connections:

- Engage in systematic listening campaigns and focus groups.
 - Become familiar with institutional decision-making processes and culture.
 - Understand the data related to fiscal matters, research, student demographics, and student success.
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Key Elements for Successful On-Boarding

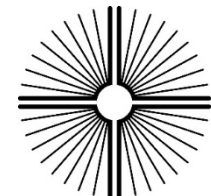
Board Leadership needs to lead and ensure CEO success:

- Encourage, arrange introductions for a president's professional support network of other presidents, trusted friends, and mentors.
 - Require a plan for the president's emotional and physical well-being.
 - Encourage ongoing professional development.
 - Early and continual evaluation of expectations being met, skills development, innovation and feedback loop for improvement.
- 

Retaining your CEO

New CEO Onboarding Support from the League:

- *CEO Workshop I and II*, onboarding process addressing individual and shared challenges
- *Peer-to-Peer Support*, six-month support program
- *CEO Leadership Academy*, familiarizing new CEOs with California community college operations and statewide initiatives.
- *Vineyard Symposium*, a retreat for CEOs within the first-four years to explore leadership dynamics and issues, facilitated by experienced CEOs.



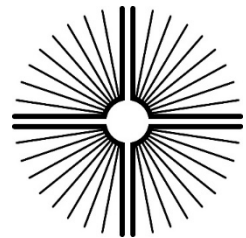
Successfully Hiring a New CEO

“The responsibility for the search process lies solely with the district board.”

The search process should be designed to hire the person who can best meet the needs of the district.

How are those needs identified? Who can help?

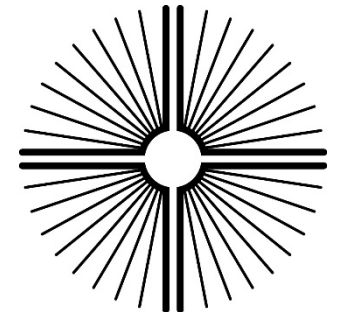
What do your board policies say?



Identifying the Leadership Needed

Should the board invite constituent groups to help identify the qualities most desired in the next leader?

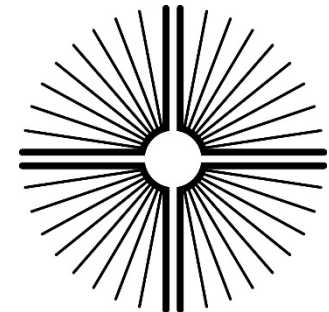
If yes, what groups? What format?



Identifying Leadership Needed

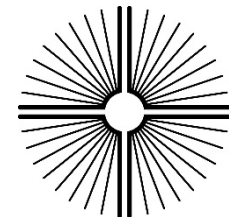
Identify the professional qualifications, qualities, and competencies that will ensure the district has the leadership it needs.

Remember...no one person “has it all.”



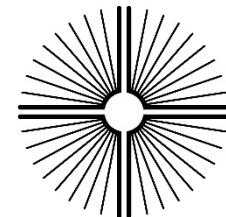
Where to start?

- What are the most important qualities we seek in our next leader to help us achieve our access and success goals?
- You may wish to start by considering the ten qualities of exceptional community college leaders outlined below. How would you tailor this list to the goals for your college or district?



CEO QUALITIES to Ensure Exceptional Levels of Student Success

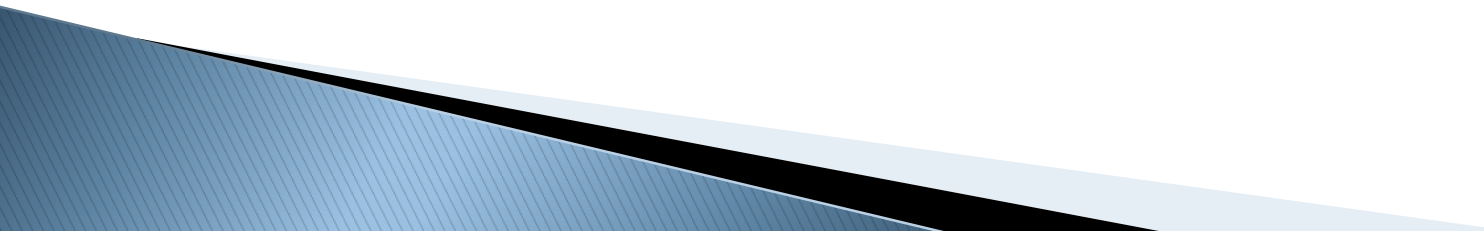
1. Committed to Student Access and Success
2. Takes Strategic Risks
3. Builds Strong Teams
4. Establishes Urgency for Improvement
5. Plans Lasting Internal Change
6. Results–Oriented
7. Communicates Effectively
8. Financial and Operational Ability
9. Entrepreneurial Fundraiser
10. Develops Effective External Partnerships



Other things to consider:

- ▶ What qualities must the new leader have to form and strengthen relationships with internal players, including faculty and staff?
- ▶ With external players, from legislators to corporate executives to community members?
- ▶ Is it reasonable to look outside the system? (red hot)
 - Outside California
 - Outside community colleges
 - Outside of education

What other qualities are needed?

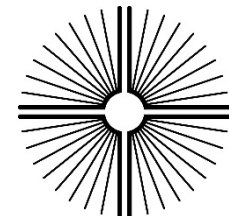
- What qualities must the ideal candidate exhibit to overcome existing challenges and build, or keep, the internal culture and external partnerships needed to attain strategic goals?
 - What is reasonable to expect of an interim if you need more time for a thorough search?
 - Making an interim work. What are the expectations?
- 

Knowing what you want, how do you find this leader?

Is a search firm the best approach?

How will the board evaluate what firm is a good fit for the board?

Is there any work that can/should be done internally?



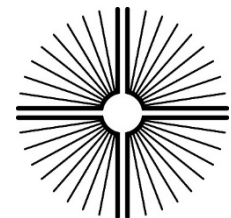
Attracting a New CEO

Reality check

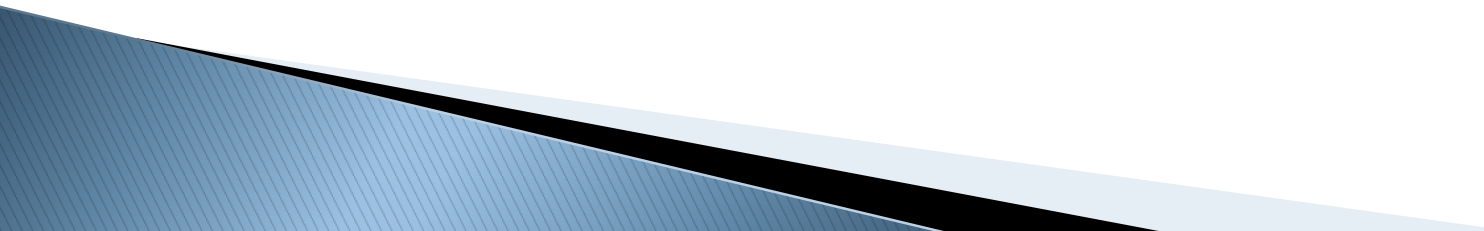
What kind of CEO can we attract?

Boards need to be realistic. Weak districts will need to emphasize opportunities and demonstrate a willingness to address the problems.

What are the strengths of the current college presidents/vice chancellors/vice presidents?

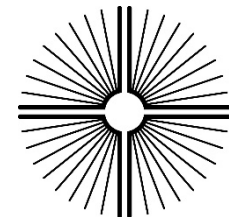


More Reality

- ▶ If the board is struggling, it should engage in board development:
 - What can be fixed?
 - ▶ Good CEOs do not want to work for struggling boards.
 - ▶ Compensation can't make up for a weak board—*the CEO will rent, not buy.*
 - ▶ Make it work.
- 

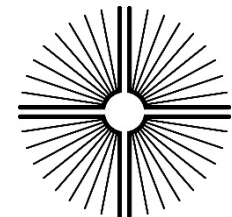
Aligning Student Access and Success Priorities to Hiring Criteria

1. What are the district's strategic goals related to student access and success?
2. How well are the colleges or college achieving those goals?
3. What changes in the institution will the new leader need to make to improve access and success?
4. What are the most important qualities we seek in our next leader to help us achieve our access and success goals?



2. How well is the college achieving student access and success?

- What are the college's current rates of student access and success?
- What are the past enrollment and success trends?
- How do the rates for the college/district compare to those among peer institutions?

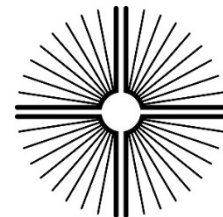


Aspen Institute Tool Kit for Hiring Exceptional Presidents

*Ten QUALITIES of a CEO that
help Ensure Exceptional
Levels of Student Success*

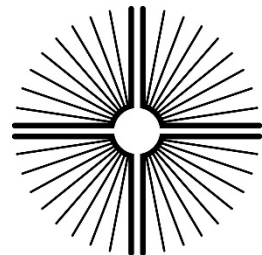
1. Committed to Student Access and Success

A persistent drive to ensure student access and success, manifested in long-term work to create lasting change.



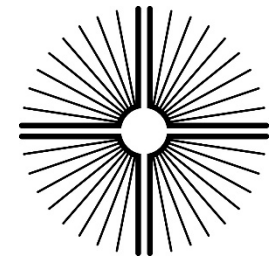
2. Takes Strategic Risks

The willingness to take data-informed risks that signal a deep commitment to student-oriented change.



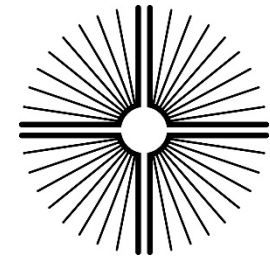
3. Builds Strong Teams

The capacity to develop outstanding leadership teams and to engage college leaders in ways that significantly improve student access and success.



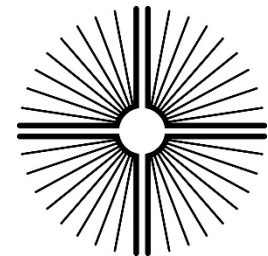
4. Establishes Urgency for Improvement

Understanding how to make the case for change so that everyone is motivated to accelerate improving student outcomes.



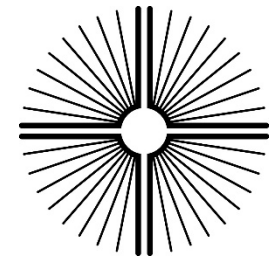
5. Plans Lasting Internal Change

Ability to lead inclusive planning processes that result in college-wide plans to significantly improve access and success.



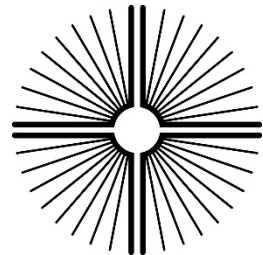
6. Results–Oriented

*Ensures effective
implementation, assessment of
progress, and continuous data–
informed improvement.*



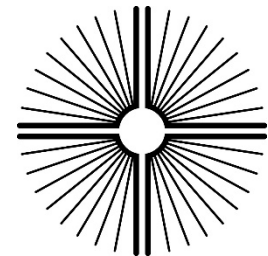
7. Communicates Effectively

*Communicates in ways that
foster strong relationships,
develop shared priorities and
inspire trust and action.*



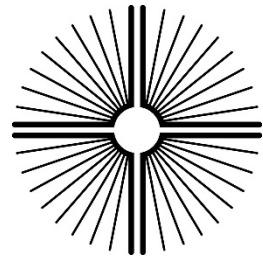
8. Financial and Operational Ability

Ensures the fiscal strength and sound operation of the college.



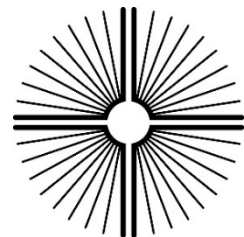
9. Entrepreneurial Fundraiser

*Raises substantial resources
from multiple sources and aligns
fundraising to student access
and success goals.*

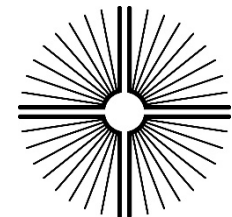


10. Develops Effective External Partnerships

Possesses a vision beyond the college to achieve student success that the college alone cannot achieve.



Time for Your Questions



Resources

League Publications <https://www.ccleague.org/resources/publications>
CEO Tenure & Retention Study, 8th Update
Conducting a Successful CEO Search

The Aspen Institute, College Excellence Publications
Hiring Exceptional Community College [CEO]s,
<https://highered.aspeninstitute.org/projects/>

Renewal and Progress: Strengthening Higher Education Leadership in a Time of Rapid Change, <https://www.aspeninstitute.org/publications/renewal-progress-strengthening-higher-education-leadership-time-rapid-change/>

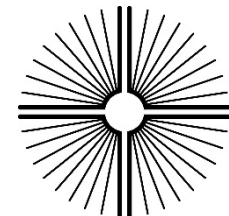
Contact Information

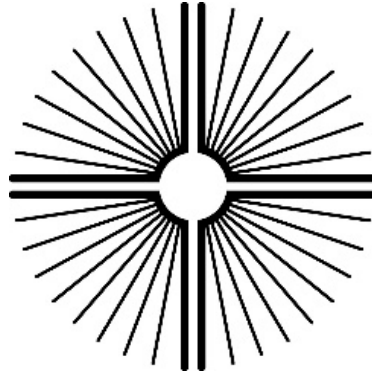
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