



Community College League of California

CEO Tenure & Retention Study & Dashboard

League Annual Convention

November 16, 2018

Agenda

1. Introduction
2. History of the CEO Tenure & Retention Study
3. Themes
4. Key Findings
5. Explore the Dashboard
6. Q & A

Presenters

Lizette Navarette, Vice President, Community College League of California

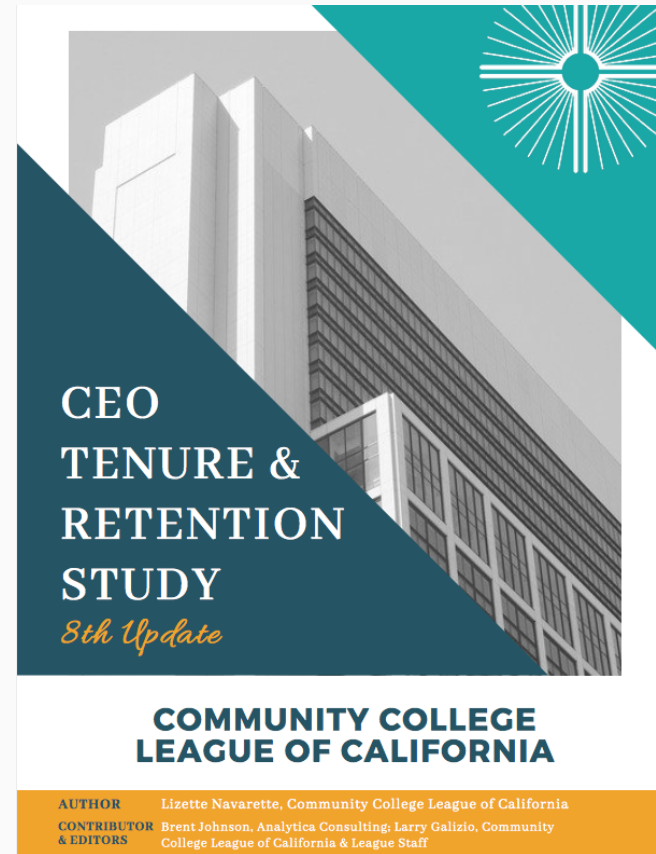
lizette@ccleague.org

Brent Johnson, Senior Consultant, Analytica Consulting

brentjohnson@analyticaconsulting.com

Our 8th Update

- Provides an overview of tenure rates across the California Community Colleges' history
- Analyzes key changes in demographic trends
- The first version of the study to feature a dynamic dashboard with visual representations of tenure data

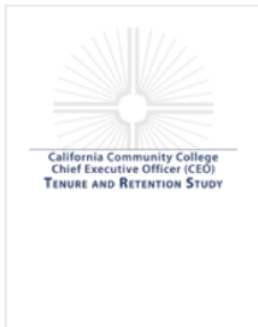


www.ccleague.org/CEOtenure

History of the Study

Since 1995, the League has conducted the *CEO Tenure & Retention Study* to further understand the implication of CEO retention on leadership and organizational stability.

[Home](#) / [Publications](#) / CEO Tenure and Retention Study



This study determines the extent of CEO turnover and its possible consequences, with a goal to improve the recruitment and retention of effective CEOs at all levels. It includes data on CEOs who report to a board and those who report to a chancellor; ethnicity and gender of California community college CEOs compared with national community college CEOs; and some conclusions and thoughts.

[1st Update](#) 

[2nd Update](#) 

[3rd Update](#) 

[4th Update](#) 

[5th Update](#) 

[6th Update](#) 

[7th Update](#) 



History of Data Visualization

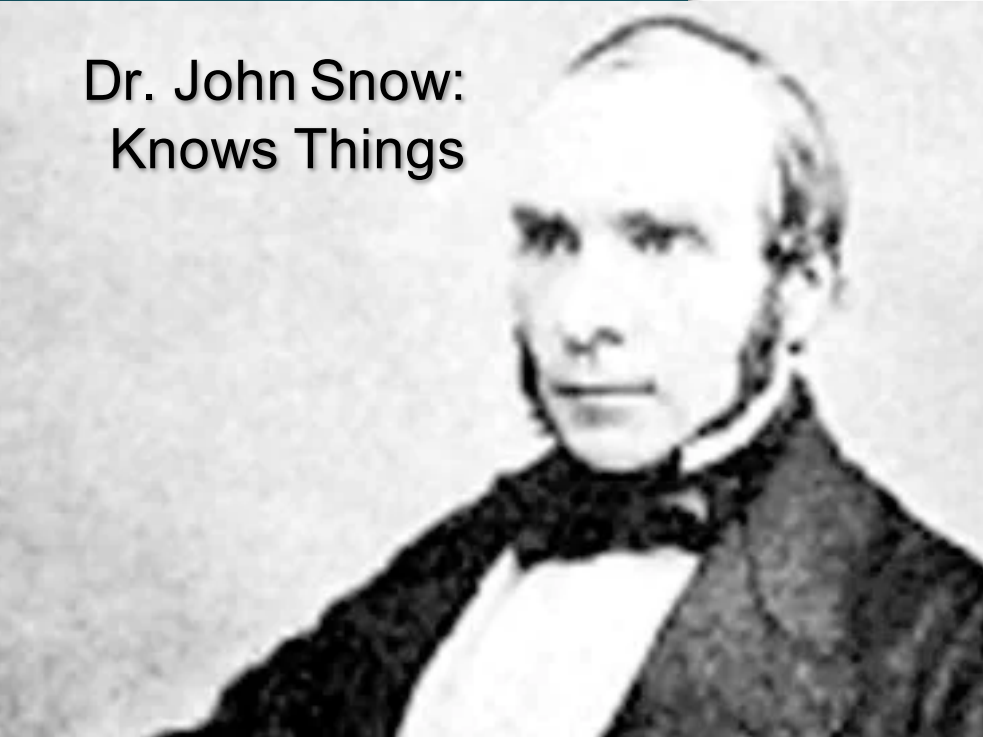


Jon Snow:
Knows Nothing



History of Data Visualization

Dr. John Snow: Knows Things



Why CEO Tenure & Retention Are
Important

Women and the CEO Gender Gap

Diversity Snapshot

Effects of the Great Recession

The Evolution of the CEO Role and
Tenure

The CEO Pipeline



Themes of the *8th Update*

Why CEO Tenure & Retention Are Important

Organizational Stability

- A new CEO may have impacts on the college culture and environment, including its effectiveness, structure, and success.
- Instability can lead to financial woes, strife, and even accreditation issues, all of which distract from student success efforts.

Financial Sustainability

- Tenure matters since leadership transitions are costly.
- Resource development efforts benefit from the well-established relationships that presidents build with key constituent groups and with influential members of their communities.

Key Findings

- Since 1913, over 1,150 individuals have held executive leadership roles at California community colleges/districts.
- In the last 10 years, the mean tenure length for California CEOs was 5.2 years.
- About a third of CEOs leave for another position with the California community colleges.
- Nearly a fifth of CEOs were released from their positions.
- The college with the longest average tenure is De Anza College, which has had 3 permanent CEOs with an average tenure of 16.5 years.
- The district with the longest average tenure for its CEOs is the Sonoma Community College District with CEOs serving an average of 16 years.

7.1 years

Overall California CEO
Tenure

39%

of California colleges
are led by women

Women & the CEO Gender Gap

8th Update

NARROWING GENDER GAP

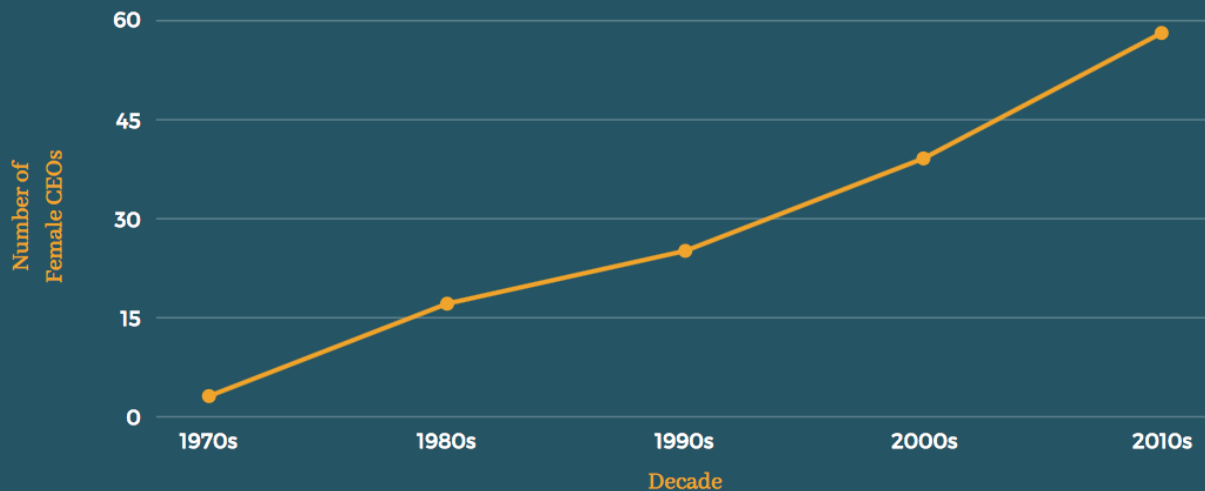
In California, the gender gap continues to narrow towards a more equitable distribution, with more women leading California's community colleges. The greatest increases occurred during the last 10 years.

56%

*enrollments in higher
education are women*

45%

*historical peak of
women CEOs*



Diversity Snapshot

13%

*of California community
college CEOs are African-
American*

9%

*of California community
college CEOs are
Asian/Pacific Islander*

13%

*of California community
college CEOs are Latino/a*

Did the Great Recession
have an effect on CEO
turnover?

CEO TURNOVER DURING THE GREAT RECESSION



Effects
on
CEOs

Community
colleges lost a
total of \$1.5
billion

Visualizing CEO Tenure

Partnership with Analytica
Consulting

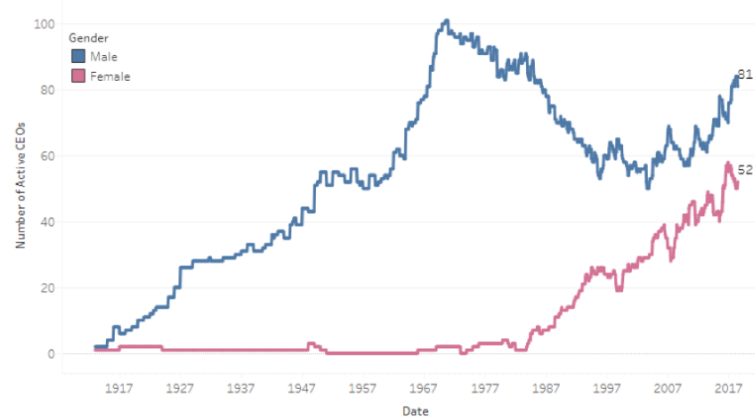
Brent Johnson, Senior Consultant, Analytica
Consulting

- Current Clients include California Department of Public Health and Illumina
- Former Analyst with Cerner Corporation, VSP, and UC Davis Health System
- 8 Years of Analytics & BI Experience
- MBA from UC Davis

Exploring the Dashboard

CEO Tenure and Retention Dashboard

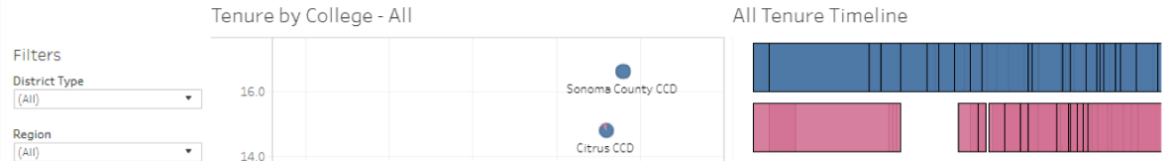
Hover Here for Help



Past and Current CEOs by Gender

Since 1913, over 1150 individuals have held executive leadership positions at California's community colleges. While over 75% of those positions have been held by men, the gap has narrowed in the last 30 years towards a more equitable distribution.

There are two notable stretches where no women held leadership positions at the colleges: from 1950-1966 and from 1972-1974. The longest serving CEO at one college was Grace Van Dyke Byrd, who led Bakersfield College for 38 years from 1913-1950. Constance Carroll is the longest currently tenured CEO, holding positions at various colleges since 1977.



“Each board should structure the presidential relationship toward a longer term...This means giving careful attention particularly to the selection of and to the support for the president, but also to conditions that can enhance longer tenure of positions.”

- Clark Kerr

Questions?

We might have answers...

Thanks!



Contact us:

Community College League of California
Lizette Navarette
lizette@ccleague.org

Analytica Consulting
Brent Johnson
brentjohnson@analyticaconsulting.com

www.ccleague.org/CEOtenure