Agenda

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

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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.

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.
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
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?
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

www.ccleague.org/CEOtenure
“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:

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