


CALIFORNIA COMMUNITY COLLEGE

CEO Tenure & Retention Study

10th Update

October 2022

COMMUNITY COLLEGE LEAGUE OF CALIFORNIA

CEO Tenure & Retention Study
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For more information on CEO Tenure and Retention or questions regarding this publication please contact League Staff at **cclc@ccleague.org.**

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SPECIAL THANKS

We extend our appreciation to the Board of Directors of the Community College League of California.


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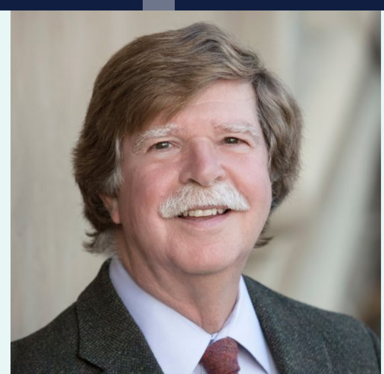
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EXECUTIVE SUMMARY

The 10th biennial Community College League of California's (League) *CEO Tenure and Retention Study* for California Community Colleges (CCC) includes data from our updated companion *CEO Tenure and Retention Dashboard* available on the League Website here.

Additionally, we strengthened the evaluation by contracting with ResearchEd principal analyst Rachel Rush-Marlowe who completed a mixed-methods study that included interviews with 29 California community college CEOs and Trustees. A primary purpose of this independent internal investigation was to attain greater insight into the experiences and perspectives of working CEOs and locally-elected Trustees in their respective roles at a community college or district. The inquiry included interviews, focus groups, and surveys occurring between January and March of 2022, with some of the findings incorporated into this publication.

This 10th edition of the League's CEO Tenure and Retention Study covers the most recent period since our last Report from October 2020. Fall 2020 through summer/early fall of 2022 included the following: the momentous effects of the global pandemic emanating from the devastating spread of the COVID-19 virus; a state budgetary environment that was volatile even for California standards; political, social, and cultural strife perhaps most visible on January 6, 2021, when rioters stormed the U.S. Capitol seeking to overthrow the results of the November 2020 presidential election; and a racial reckoning and backlash featuring the Black Lives Matter movement, and domestic political conflict permeating all manner of social relations including education at all levels.

To access prior updates of the *CEO Tenure & Retention Study visit* **www.ccleague.org/publications**.

TERMS

The terms *chief executive officer (CEO)* and *president* are used generically to identify the chief executive of a college and includes chancellors, superintendent/presidents, and campus presidents. CEO titles vary by institution depending on size and status as a single- or multi-college district. *Tenure* is used to describe the length of service of a CEO.

BACKGROUND AND METHODOLOGY

The impetus for the League's biennial CEO Tenure and Retention Study occurred in Spring 1995, as the chancellor positions at large, multi-college districts, including Chabot-Las Positas; Contra Costa; Foothill-De Anza, Los Rios, and San Francisco were either vacant or about to become so. The Chief Executive Officers of the California Community Colleges (CEOCCC) Board noted that many CEO positions in the state had turned over between July 1, 1994, and April 21, 1995. In response, the California Community College Trustees (CCCT) Board discussed these concerns with a panel of experts, including Tim Dong, a new CEO from MiraCosta College; George Boggs, a veteran CEO from Palomar College; and Jeanne Atherton, a CEO who had moved from a presidency to a chancellorship at Grossmont-Cuyamaca Community College District. What emerged was the CCCT Board's initiation of a League study to determine the extent and consequences of CEO turnover, with the prospect of improving recruitment and retention efforts of effective CEOs within the California Community Colleges.

For the initial study in 1995, League staff gathered historical and survey information concerning CEOs from the founding of each district and college. Data from the League's annual Directory and newly collected survey results were entered in a database and sent to every CEO to verify their accuracy. The responses were forwarded to a group of experienced, active CEOs who provided their assessment of the reasons for each of the CEO's respective departures. The results were analyzed to determine the number of CEOs exiting their positions annually as well as the length of their tenure.

Since the initial study 25 years ago, the League regularly contacts districts, monitors news releases, tracks retirement notices, and reviews local board announcements for CEO changes statewide. As part of this effort, the League has kept track of CEO names, start and end dates, gender, and, since 2014, race and ethnicity. With continuing interest in CEO retention, the League has issued a biennial update of this study since 1995 while maintaining a comprehensive database of names and dates of employment for every California Community College CEO from each district and college. For this, the 10th update, we have included primarily qualitative results of an independent report by ResearchEd that was commissioned by the League to enhance understanding of CEO and Trustee perceptions of some of the most significant issues affecting CEO tenure and retention.

WHY CEO TENURE AND RETENTION MATTERS

California Community College chancellors, superintendents/presidents, and college presidents (CEOs), are expected to be multidimensional leaders capable of navigating a broad range of challenges which include the dynamic nature of contemporary higher education, internal and external constituent relations, student basic needs and success, district and campus climate, accreditation and reporting requirements, strategic planning, campus infrastructure, fundraising and community relations, local, state, and federal advocacy, and a host of unanticipated exigencies.

With increasing demands on institutions of higher education, CEO expectations have also intensified. As the data demonstrate, the proliferation of CEO responsibilities is correlated with shorter tenures and higher turnover. Yet, with this type of quantitative data, two central questions for policymakers and researchers emerge: 1) Does this matter? 2) Should this be of concern? As such, the *10th Update* begins with the question: **Why is CEO tenure and retention important?** In formulating a response, the research literature identifies at least two areas of focus: organizational stability and financial sustainability.

Organizational Stability

While there are limited analyses on the correlation between CEO tenure and institutional success, the available research suggests a relationship between leadership change and district and campus culture. Korschgen *et al.* (2001) concluded in their study of presidential tenure in higher education that:

- Long-term presidents are best equipped to help change a campus culture.
- Long-term presidents are generally more adept at handling institutional difficulties and making better decisions.
- Long-term presidents have time to build an effective leadership team and develop strong relationships with alumni, legislators, donors, and community leaders.
- Long-term presidents recognize that being effective means evolving and changing with the job.

It goes without saying that a new CEO can impact a college, from its effectiveness, to its structure, and culture (Kirkland, T. P., & Ratcliff, J. L.,1994). Even when leadership transitions result in welcome changes to operational practice, the process itself may prove disruptive to faculty and staff. While disruption is sometimes necessary, perpetual change can lead to a culture that simply "waits it out", thereby limiting prospects for successful advancement. Most notably, Robert Birnbaum (1989) highlights an interesting paradox: presidential influence is limited by college stability, yet presidents promote college stability.

Organizational stability permits leaders to focus on practices and initiatives that yield positive effects on student success while instability can yield financial woes, personnel strife, and even accreditation difficulties—all of which detract from student success. Former California Community College Chancellor Brice Harris observed, "*If education reforms are to take hold, it really requires some sustained leadership*" (Gordon, L. 2016). Additionally, Korschgen *et al.* (2001) concluded that longer presidential tenures yield more innovative institutions. They found that exceptionally creative colleges had an average presidential tenure of 13 years and theorized that increased innovation was likely due to the increased institutional buy-in and trust accrued by presidents over their abnormally long tenure.

Financial Sustainability

At a practical level, CEO tenure matters because leadership transitions are costly. A study by James Finkelstein, professor emeritus of public policy at George Mason University, found that a college presidential search at two- and four-year institutions can cost $25,000 to $160,000 (Finkelstein, J. & Wilde, J., 2016). He notes that the average service fee for a search firm was $78,769, plus travel and expenses. This estimate does not include indirect costs incurred by the district or college through staff interviews and planning. Accordingly, changing CEOs cannot be undertaken lightly by districts and colleges, as choosing a new president or chancellor can be expensive, and is inevitably a consequential decision.

Furthermore, reduced state support as well as dynamic and uncertain financial conditions affecting higher education, have led to increased attention to fundraising and resource acquisition. For many community college chancellors and even campus presidents, securing resources is a growing aspect of their role. This feature of the presidency is coupled with the continued emphasis on financial management. Sixty-five percent of presidents cite spending most of their time on budget and financial management, followed by fundraising at 58 percent (Gagliardi, J., Espinosa, E., Turk, J., Taylor, M., 2017).

According to both the 2018 Survey of Community College Presidents (Inside Higher Ed and Gallup) the 2017 American College President Study (American Council on Education), 71 percent and 61 percent of respondents, respectively, stated that financial matters were the biggest challenge confronting presidents. College leaders are expected to navigate internal fiscal matters with expertise while building long-term relationships that yield support. This includes creating rapport with donors, legislators, and foundations to procure funding and grants. Resource development efforts benefit from the well-established relationships that chancellors and presidents build with key constituent groups and with influential members of their communities. The importance of relationship-building to fundraising success is linked directly to a college's long-term goals as spelled out by its leadership (Hall, 2002).

While longer tenure rates alone cannot create institutional stability or prevent fiscal challenges, they lay the foundation for comprehensive and strategic planning and implementation and for developing and maintaining a more resilient and effective institution.

Prior versions of the League's CEO Tenure & Retention Study found that one of the contributing factors to high turnover is the sheer quantity of CEO community college positions in California—a total of 139. Almost every current and former CEO will likely have the experience of being contacted by a search firm after only a year or even months into a new leadership position. While leadership turnover at California Community Colleges may be inevitable, with the right institutional response, each transition presents an opportunity for Boards and chancellors to select, and effectively support those that meet the diverse needs of students and successfully confront the complex challenges of their district.

KEY FINDINGS OF THE 10TH UPDATE

Since 1913, more than 1,200 individuals have served in an executive leadership position at a California community college or district. While a majority of CCCs are led by men, 2020 continued the upward trend in district and college executive leadership by women. In April 2020, 45.5 percent of CCC leaders were women — reaching 59, the highest recorded number of women CEOs in the history of the state's largest sector of higher education.

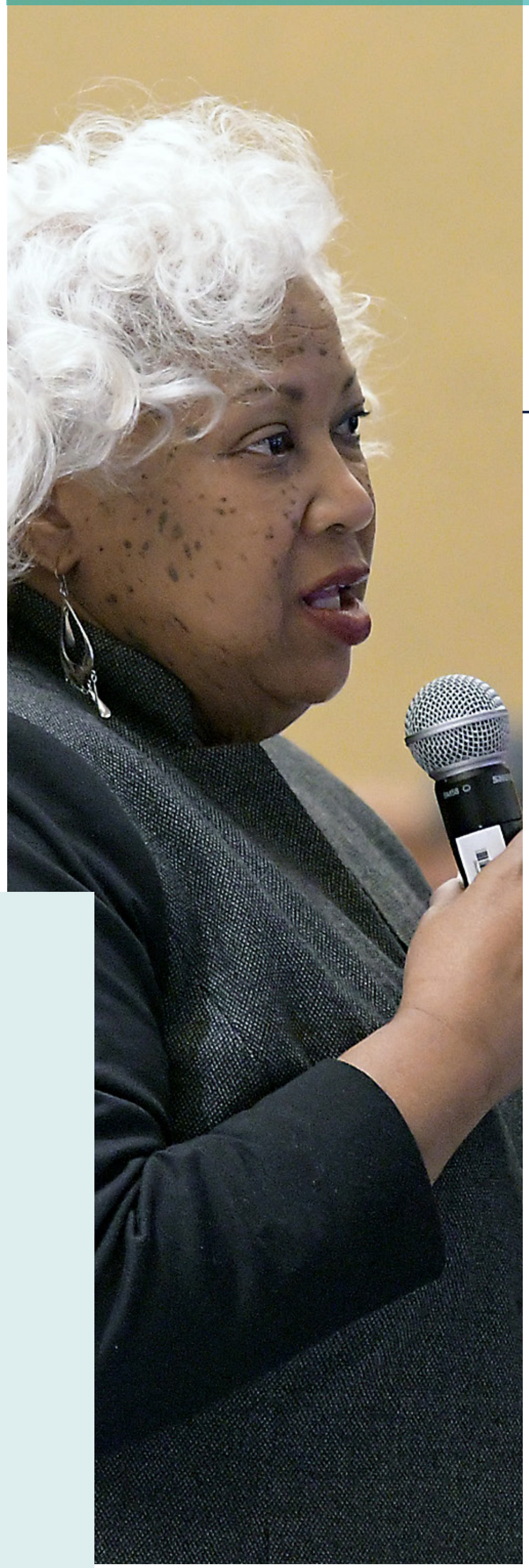
Compared to the 2021 US Census estimates for California, White and Black/African American CEOs are represented in higher percentages than the state's average at 11 and 10 percent, respectively. In contrast, Latina/o and Asian/Pacific Islander CEOs are underrepresented at less than half of their respective populations in California.

Nationally, the average tenure of a college president was 6.5 years in 2016, down from 8.5 in 2006. In the last 10 years, the average tenure of California CEOs was 5.1 years, a decrease from 6.8 for a similar 10-year period from 2002-2012.

The *10th Update* reveals marginal differences in the average tenure lengths between CEOs who report directly to boards of trustees and those in multi-college districts who do not: 4.8 years versus 5.9. Furthermore, over the past decade, nearly half the CEOs who left their position either retired or passed away, while less than one-third exited to pursue another position within the California Community Colleges. Ten percent of departing CEOs were released and a small percentage left California entirely.

Summary of Key Findings

- More than 1,200 individuals have served in executive leadership roles
- 4 of the 5 longest-serving leaders are women
- In April 2020, 45.4 percent of CEOs were women (59 women CEOs)
- 21.4 percent of CEOs identify as Latina/o
- In the last 10 years, the average tenure of a permanent CEO was 5.1 years.
- Of those who left in the previous ten years:
  - 47.1 percent retired
  - 22.7 percent were either released or left for multiple reasons
  - 5.9 percent of departing CEOs were released and a small percentage left California entirely



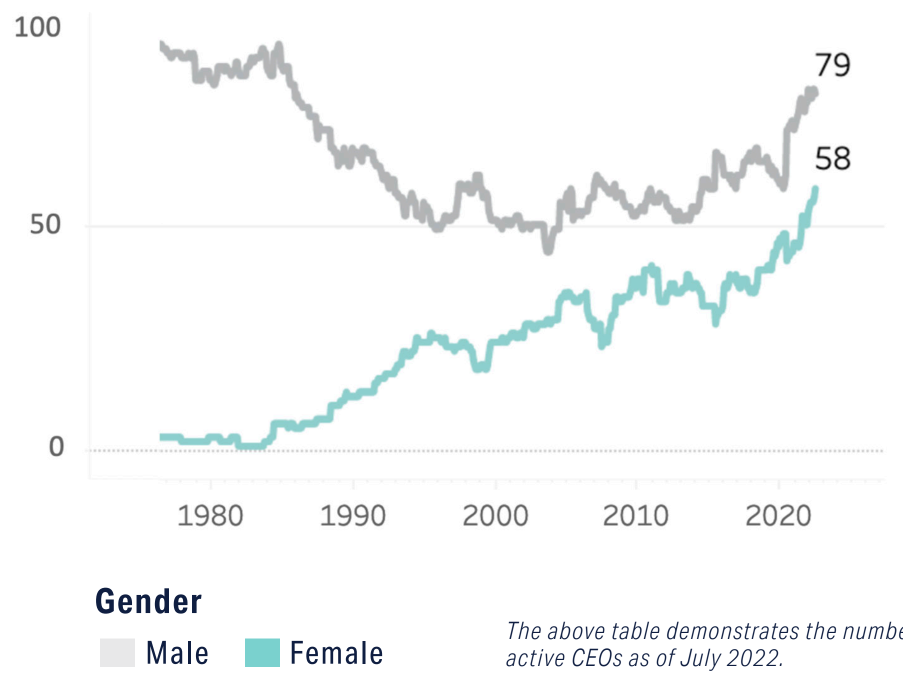
WOMEN AND THE CEO GENDER GAP

While the percentage of women college presidents in the United States over the past 30 years has increased slowly, women remain underrepresented and typically follow different paths to the presidency than men (Women Presidents Profile - American College President Study, 2017).

For CCCs, the gap over the past three decades has narrowed to 42 percent of districts and colleges being led by women. During the 2021-22 academic year, 48 percent of the 48 CEO appointments were of women. In 2021, one college and one district appointed its first woman president and chancellor respectively.

Throughout the 20th century, the percentage of women CEOs consistently remained below 33 percent. The gender gap began to narrow in 2001 when the figure began to climb. While the highest number recorded was in April 2020 when 59 women held the CCC CEO position, the number dropped to 53 by August 2020. The average percentage of women CEOs during the 2021 and 2022 academic year was 38 and 41 percent.

Number of Active CEOs



The above table demonstrates the number of active CEOs as of July 2022.

There are two notable stretches where no woman held a CEO leadership position at a California Community College: 1951-1965 and again in 1973. College of the Canyons CEO Dianne Van Hook has a notable tenure of 34 years, currently the longest service as a single-college district CEO. An honorable mention goes to Grace Van Dyke Bird, who led Bakersfield College for 29 years from 1921-1950.

Dr. Constance Carroll holds the distinction of serving the longest total number of years in executive leadership positions in the CCC's nearly 120-year history, with positions at various colleges since 1977, including presidencies at Indian Valley College, College of Marin, Saddleback College, and San Diego Community College District, where she served as chancellor from 2004 until her retirement in 2021.

The first recorded woman CEO to have led an individual college was Belle Cooledge, who in 1917 was also one of Sacramento City College's founders and Sacramento's first woman mayor. Despite her achievement, it would take many years for women to ascend to the roles of chancellor or superintendent/president.

Until 1948, only men had led single-college districts until a woman was first appointed to an interim position at the San Joaquin Delta Community College District (Lorraine Knoles). In 1969, the Mt. San Antonio College Board selected Marie Mills, making her the first woman hired to lead a single-college district on a permanent basis. At multi-college districts, it was not until 1978 that a woman was appointed as an interim chancellor. Six years later, in 1984, Yuba Community College District appointed the first woman to a permanent chancellor role (Patricia K. Wirth).

48% OF THE NEW CEOs (including interims) appointed during the 2021-2022 academic year were women

FOUR DISTRICTS HAVE YET TO APPOINT a woman chancellor

In 2021, **1 COLLEGE AND 1 DISTRICT APPOINTED ITS 1ST WOMAN PRESIDENT AND CHANCELLOR,** respectively.

Over the past decade, many colleges and districts have solicited help from a retired CEO to serve in an interim role until the permanent CEO position was hired. Out of the 31 retired CEOs positions recruited, 45 percent were women. Of the 48 women California community college chief officers serving in an interim capacity, 11 served in that role for more than 12 months and none were offered the permanent CEO position.

In California, overall tenure for women CEOs is still lower than their male counterparts. The average tenure for women CEOs, excluding interims, is 3.7 years for both multi- and single-college districts; average tenure for male CEOs is 5 and 6.2 years, respectively.

The data suggest that CCCs have made significant progress in promoting women to the ranks of CEO over the past few decades. These improvements can be volatile, however, as illustrated by a slight decline since 2016.

Overall, women CEOs continue to be underrepresented relative to their percentage in California's higher education population, and there are still four CCC districts that have yet to appoint a woman chancellor.

Permanent CEO Tenure by District Type, Position, and Region

		Bay Area	Central Coast	Central Sierra	Greater Sacramento	Northern California	Northern Sacramento Valley	San Joaquin Valley	Southern Border	Southern California	Statewide-Online
Mult-College District	Chancellor	6.5		7.2	8.2			7.8	7.1	6.6	
	President	5.8		5.2	6.3			6.5	6.5	6.0	
	Superintendent/President	6.0									
Single-College District	Chancellor									13.1	
	President									6.0	
	Superintendent/President	8.8	7.0		9.4	6.5	7.7	8.2	6.5	7.4	0.7

DIVERSITY SNAPSHOT

Over the last two years, significant strides have been made within California community college leadership to better reflect the state's diversity. Since the League's last report, we have seen the largest increase in Hispanic/Latina/o and Black/African American leadership in 22 years. There have also been increases among Asian-American and Pacific Islanders in leadership roles.

In 2020, White CEOs were the majority at almost 55%, however, that number has decreased to 46 percent, its lowest historical percentage. Latina/o leadership now represents more than one-fifth of all leaders, and at 16.4 percent, Black/African American leaders have seen the third largest increase.

According to a recent article, California is doing very well compared to the national average. In February 2022, *Inside Higher Ed*[1] reported that nationally, in 2019-20, 78 percent of all CEOs hired were White; a year later, that number was only 64.6 percent. The percentage of Black/African American presidents grew in that same timeframe from 14.6 to 25.3 percent, and Latina/o leadership went from 4 to 6.8 percent. The article also noted that two-year institutions hired the greatest percentage of Black/African American leaders.

To date, the leadership of our colleges does not mirror California's diversity. According to USA FACTS[2], employing 2010 US Census data, the largest racial and ethnic group in California was White (non-Hispanic) at 40.2 percent, followed Hispanic/Latina/o at 37.2 percent, Asian Pacific Islander at 13 percent, Black/African American at 5.9 percent, and Multiracial at 2.5 percent. More than a decade later, the state's racial and ethnic demographic diversity has shifted significantly. Since 2021, California is now predominately Hispanic/Latina/o, with 40.2 percent identifying as Hispanic/Latina/o, 35.2 percent White, 15.7 percent Asian, 6 percent Black/African American and 2.9 percent Multiracial/Other.

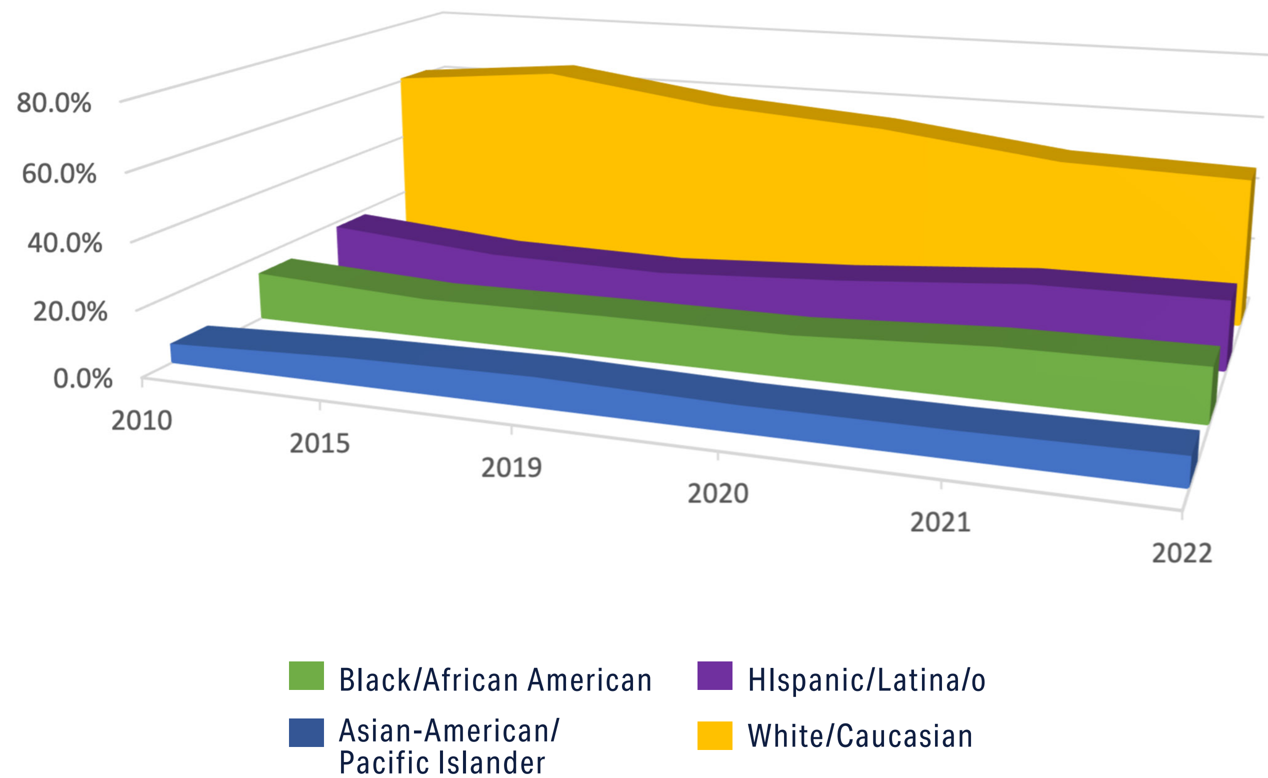
1 https://www.insidehighered.com/news/2022/02/14/colleges-have-hired-more-minority-presidents-amid-racial-reckoning

2 https://usafacts.org/data/topics/people-society/population-and-demographics/our-changing-population/state/california

Breakdown of California Community College CEOs by Ethnicity

	2010	2015	2019	2020	2021	2022
Asian-American/ Pacific Islander	5.9%	8.0%	8.9%	7.8%	7.9%	8.6%
Black/African American	14.7%	12.0%	12.6%	12.8%	15.7%	16.4%
Hispanic/Latina/o	18.4%	14.0%	13.3%	16.3%	20.7%	21.4%
White/Caucasian	61.0%	66.0%	58.5%	54.6%	47.9%	46.4%
Other/Unknown			5.2%	6.4%	6.4%	5.0%
Undeclared			1.5%	2.1%	1.4%	2.1%

California Community College CEOs by Ethnicity



ROLLCOASTER ENROLLMENTS, PANDEMIC FALLOUT, AND OTHER CHALLENGES

As identified in the *9th Update*, California community colleges and their sister institutions throughout the U.S. have continued to struggle with declining enrollments – especially among populations disproportionately impacted by the pandemic – with recent small year-over-year gains at a smattering of districts in the state. District and college support for student basic needs has been bolstered by federal and state pandemic and related resources; however, institutional leaders recognize the assistance is of a limited duration. Perhaps less well-known among California's policymakers concerns the reluctance and in some cases, resistance of faculty and staff to return to on-campus work.

With lingering concerns about the pandemic, some CEOs are confronted by faculty, staff, and even some administrators who insist upon full or partial remote work options. This personnel challenge has been further complicated by pressure from legislators insisting that colleges increase their on-campus course offerings. Additionally, district and college leaders are working to understand student demands for hybrid or flex-learning, both online and on-ground course offerings, and supporting both with advising, counseling, financial aid, and the full complement of programs and services. It has become a truism that CEOs have to determine how to run two institutions – one on-ground and one virtual – to meet the demands of students and employees.

Furthermore, significant changes in the state legislature and at the Chancellor's Office portend the need to establish new relationships with policymakers and state leaders. The November 2022 election will result in as many as one-third of newly-seated state legislators for the 2022-2023 academic year. Moreover, following the departure of state chancellor Eloy Oakley in August of 2022 after six years in the role, interim chancellor and former deputy chancellor Dr. Daisy Gonzalez will serve in the position until the next "permanent" chancellor is hired. The Board of Governor's selection team (which does not include a CEO in contrast to the 2015 search) seeks to name the next chancellor by late January 2023.

Concerning the California state budget, in May 2020, the Department of Finance projected a $54.4 billion dollar deficit and 18 percent unemployment. One year later, Governor Newsom reported an historic $75.7 billion budget surplus, complementing billions of dollars of federal aid to the states. Even for experienced California CEOs, this degree of volatility and economic uncertainty has placed substantial pressure on collective bargaining, institutional planning, and the innumerable decisions directly and indirectly influenced by the state budget and economic fortunes. While the 2022-23 California state budget is substantially better for community colleges than it was in the 2021-22 year, almost 70 percent of new Proposition 98 funding is in one-time funds. Still, with the League helping to secure significant increases to the base of the Student-Centered Funding Formula; a $650 million dollar block grant for districts; and support for student housing and deferred maintenance, the most recent budget may likely be the most favorable to community colleges in many years, especially as high inflation and evidence of a recession gather momentum in the fourth quarter of 2022 and beyond.

ResearchED FINDINGS

The independent study conducted by ResearchEd between January and March 2022 reported that since 2020, approximately 12 percent of California Community College CEOs have retired, and a greater number of positions have opened up due to internal churn, early dismissals, and non-renewed contracts. According to the one-on-on interviews, focus groups, and surveys of CEOs and Trustees, the most significant challenges identified were: understanding roles and relationships among CEOs and Trustees; increasing CEO workload; a general lack of civility exacerbated by the pandemic; and legislative barriers to the work. CEOs pointed to following as essential for their success: positive relationships with colleagues; informal opportunities to connect with CEO colleagues; professional development; and mentorship.

At institutions with high CEO turnover, interviewees reported inadequate support from colleagues and Trustees, isolation in the role, and an overall lack of internal support. In addition to the importance for chancellors to have a strong, functional relationship with the local district board, and college presidents requiring a constructive alliance with their chancellor, several CEOs mentioned the importance of a strong cabinet or leadership team as vital for CEO success. Mentorship—informal or formal—was also identified as important for CEO survival. Respondents mentioned the need for opportunities to converse with more experienced district leaders, and some mentioned the utility of affinity-group mentorship. League offerings such as Vineyard Symposium, CEO Symposium, and other professional learning and convening opportunities were also mentioned as useful.

A full 96 percent of CEOs mentioned workload as one of the most prominent challenges they confront. Although more than half of CEOs interviewed voiced the desire to participate in more professional learning and convenings, work demands were cited as obstacles to pursuing such opportunities. And yet, CEOs sought more professional development for experienced leaders, remarking that much of the current offerings are geared to newer chancellors and presidents.

Perhaps unsurprisingly, both trustees and CEOs mentioned a perceived lack of respect and civility between actors and organizations invested in the well-being of California community colleges. Although some mentioned the pandemic and virtual communication as a contributing factor to increased incivility, several CEOs reported disrespectful communication and behavior as predating COVID-19. The majority of CEOs of color and women leaders identified a lack of civility and disrespect from boards, CCC colleagues, and others involved in the larger CCC ecosystem. ResearchEd's analysis found significant variation along racial and gender lines with approximately three times as many women and CEOs of color disagreeing with the statement, "members of the board respect my role and authority as CEO," as compared to male CEOs.

Eighty-three percent of CEOs mentioned working with boards as the most or one of the most challenging aspects of their role. CEOs reported perceiving Boards treating them solely as their employee rather than as leaders of the institution. At the same time, many Trustees expressed frustration with being regarded by their CEOs as nuisances or even detrimental to the district. Considering that Trustees are often in their positions at the district longer than are the chancellors and presidents, such views are especially galling to these locally-elected officials.

Noteworthy in the research was the following finding: While Trustees and CEOs believed they understood governance and regulations, including the local Academic Senate's 10+1 emanating from AB 1725 and codified in Education Code and Title 5 regulations, as well as the requirements of the Brown Act for public meetings, they perceived others as not fully understanding these measures. Navigating the Brown Act throughout the pandemic was especially trying for some districts.

RECOMMENDATIONS

Based upon the interviews, focus groups, survey responses and follow-up communication with the subjects participating in the research, ResearchEd offered the following recommendations to help address the decline in CEO tenure in California Community Colleges over the past two decades:

Creation of a skills-based directory. Such a compendium of CEOs with particular competencies, experience, and subject expertise would provide a useful means of support.

Continued opportunities for CEOs and Trustees to connect informally. Both Trustees and CEOs viewed events and occasions to meet with colleagues to share information and discuss issues as beneficial.

Additional mandatory professional development. Regular and continuous professional learning was cited as useful for both leadership roles.

CLOSING OBSERVATIONS

It is impossible to evaluate and understand the last two years of California community college CEO experiences without acknowledging the pervasive influence of the global pandemic. Covid-19's physical and psychological toll for district and college leaders will likely be the subject of research for graduate students and historians for years to come. From new CEOs beginning their tenure physically remote from students, colleagues, and boards, knowingly embracing macabre humor referring to themselves as "Covid Presidents," to their more experienced peers confronting the myriad and often unprecedented issues prompted by the virus, the period covered in this 10th edition of the ***CEO Tenure and Retention Study*** warrants the designation: *unique*.

Nevertheless, some of the idiosyncratic characteristics of the structure, culture, and political environment of California's community colleges make the CEO position in the Golden State arguably one of—if not the most difficult—places to succeed as a chancellor or president in the nation. At a minimum, California community college CEOs confront a variety of issues, including: legally mandated consultation including a contested 10+1 structure for academic senates; the local and statewide influence and activities of unions; the unpredictable outcomes of local elections and the dynamic nature of boards of trustees; and volatile state and local economic conditions, and inadequate funding. Add to this mix, conflicting and/or anachronistic laws, regulations, and statewide initiatives from Sacramento; changing student demand, cybercrime, natural disasters, student basic needs, physical plant and infrastructure needs; a labor shortage for critical district and college operations; and much more. Thus, it is remarkable that the average tenure for a California community college CEO in a multi-college district is 4.8 years, 5.9 for those at single-college districts, and an overall average tenure of 5.1 years.

Some of the noteworthy findings from this Report over the last decade reveal that 47.1 percent of California's community college CEOs retired, approximately one-quarter moved to a better compensated CEO position within California, and there has been a steady decline in the number and percentage of white male CEOs concurrent with an increase in Black and African-American chancellors and presidents. Additionally, the data indicate the average tenure for women CEOs remains lower than that of their male counterparts, and four districts in the state have yet to hire a woman CEO.

While the future is unknown and ultimately unpredictable, clearly, proactive efforts by those dedicated to the community college mission must continue working to support district and campus leaders in these very challenging and rewarding roles as educational and community leaders. The Community College League of California is proud and eager to participate in this essential work, and we hope this biennial report contributes to greater understanding of influences affecting CEO tenure and retention.

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