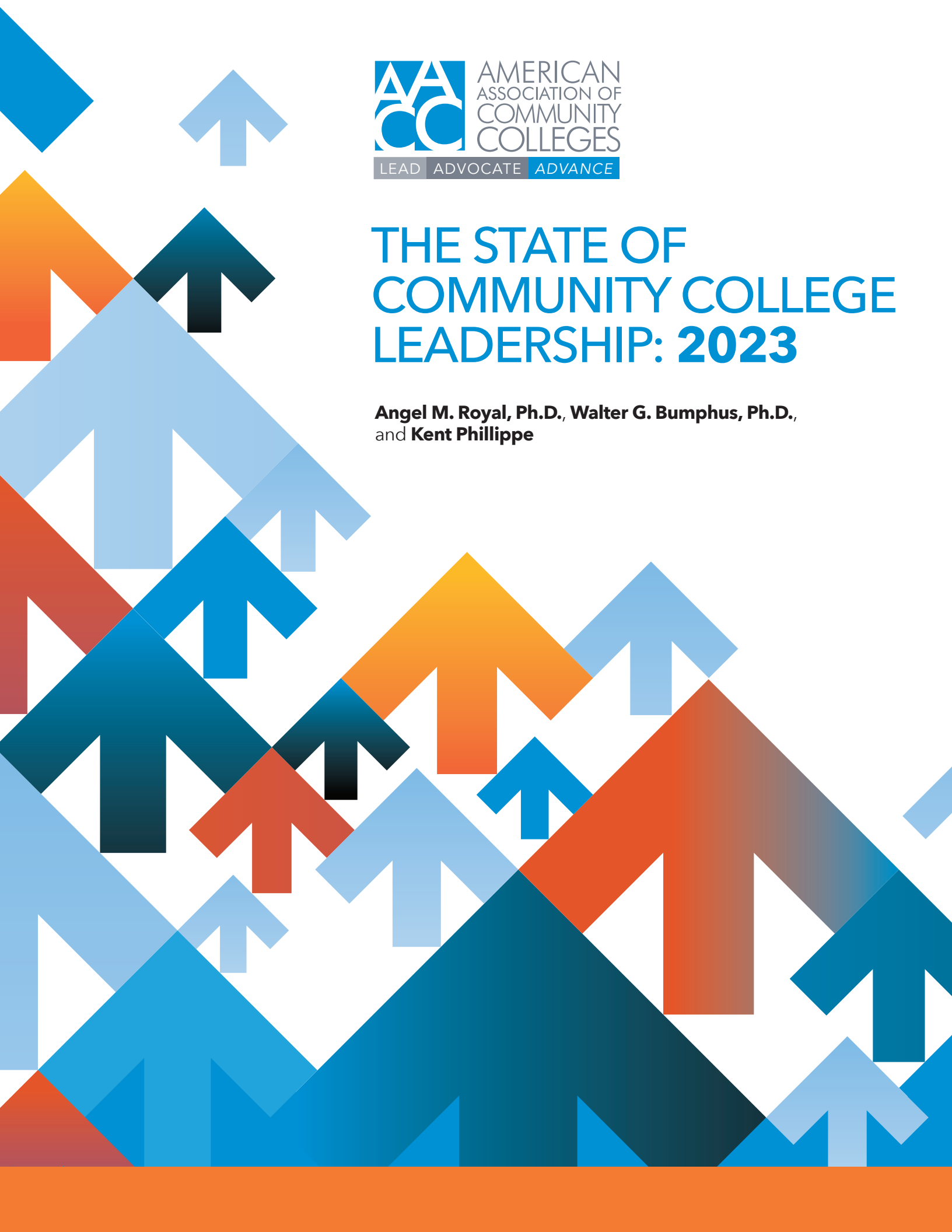




# THE STATE OF COMMUNITY COLLEGE LEADERSHIP: 2023

**Angel M. Royal, Ph.D., Walter G. Bumphus, Ph.D.,  
and Kent Phillippe**



## Leadership Transitions

During the American Association of Community Colleges' (AACC) Annual Business Meeting held in conjunction with the association's convention, the President and CEO presents a report on chief executive officer (CEO) leadership transitions. CEO leadership transitions, as defined by AACC, include retirements, CEO movement from one college to another, and the appointment of first-time CEOs. The association collects new appointments and departures (retirements or transitions to another position) from college submissions to the *CC Daily*, review of employment announcements from other trade publications, self-notification, and through word-of-mouth. All identified transitions are entered into the association's member database for analysis. Community colleges are frequently led by interim CEOs following the departure of one CEO and the announcement of the new CEO. This analysis does not include interim CEOs.

The institutions included in this transitions report represent all colleges identified by AACC as member eligible (regionally accredited, predominantly associate degree granting) or the district offices that oversee these colleges.

Newly appointed CEO transitions hit their highest mark in 2016-17. In the three preceding years, transitions were 10.9% (2013-14), 12.1% (2014-15) and 11.7% (2015-16). The 2016-17 academic year represented a significant transition in CEO leadership at community colleges, of 13.5%.

One hundred forty-four veteran and first-time CEOs were appointed in 2016-17. In this same year, there were 60 retirements<sup>1</sup> of first-time or veteran CEOs, and another 59 CEOs who are no longer in a community college CEO position<sup>2</sup>. Only nine of the CEOs who departed in 2016-17 are currently serving as a community college CEO. In the following year, 2017-18, the association recorded 126 new appointments (11.8%), and noted 108 permanent departures, which includes 57 retirements. **Table 1** provides transition data for 2016–2023.

While newly appointed CEO transitions have declined over the past couple of years, the most significant changes have happened in the last three. In 2020, with the declaration of the coronavirus pandemic, several CEOs planning to retire recommitted to their institutions to shepherd them through the uncertainty. In 2020-21, AACC recorded transitions at the CEO level at 9.6%. Seventy-nine first-time CEOs were appointed during this period, and 24 veteran CEOs moved from one presidency to another. There were 33 retirements noted during this period, as well as 22 first-time and 32 veteran CEOs leaving their roles with no record of them moving into other presidencies.

Transitions appear to have reached a low in 2021-22 where the percent of community college presidents transitioning was 8.3%. In 2022-23<sup>3</sup>, transitions began to increase as there were 8.8% reported. This suggests that, as we have emerged from the pandemic, CEO transitions are beginning to increase once more. Anecdotally, as CEOs in the baby boomer generation (1946-1954) have retired and generation X (1965-1974) and millennials (1997-1995) have moved into those positions, it is reasonable to believe that these individuals will remain

<sup>1</sup> AACC received official notification of retirements reported.

<sup>2</sup> This category of leadership transitions includes individuals that are no longer listed as CEOs in AACC's Personify database. They may be serving in interim roles, or they have retired. Because AACC cannot find specific information on their status, they are not included in retirement numbers.

<sup>3</sup> Because there can be a delay between CEO transitions and AACC becoming aware of transitions, data for 2022-23 may not include all transitions.



**Table 1: Leadership Transitions as Reported to AACC**

TRANSITION YEAR				DEPARTURES FROM COMMUNITY COLLEGES				
Year	First-Time CEOs	Veteran CEOs	Transition %	Not Currently Serving as CEO		Retiree		Transitioned to new college
				First-Time	Veteran	First-Time	Veteran	
2016-17	76	68	13.5	33	26	14	46	9
2017-18	80	46	11.8	30	23	27	31	12
2018-19	79	45	11.6	46	21	25	17	14
2019-20	82	40	11.4	44	22	21	12	16
2020-21	79	24	9.6	24	32	19	14	16
2021-22	65	24	8.3	35	28	20	15	15
2022-23	71	23	8.8	13	9	13	8	8

Source: AACC Member Database: 2023

in presidencies for at least 5 years. It remains to be seen if leadership and professional development provided to new CEOs have prepared them for the complexities of the position. Additional leadership transitions in the next couple years will be based upon their effectiveness in the chief executive officer role.

## About the Community College Presidency

The American Council on Education (ACE) released *The American College President: 2023 Edition* on April 14, 2023. ACE graciously agreed to provide AACC with community college-specific data from the American College Presidents Survey (ACPS) to paint a clearer picture of the community college presidency. AACC analyzed the ACPS data, and in the paragraphs that follow, AACC shares community college CEO demographics and the size and types of colleges they lead, when individuals begin to pursue presidencies, their pathways, and planned retirements. The retirement responses are factored into our belief that leadership transitions will not surge for the next couple of years.

As referenced in the opening paragraph, AACC defines community colleges as regionally accredited, primarily associate degree-granting institutions, and for the ACPS analysis we limited this to public colleges (932) or tribal colleges (35). Of the ACPS survey respondents, 361 were CEOs of one of those institutions for a response rate of 37%. Additionally, responses from CEOs of two district offices and 16 campuses of multi-campus colleges responded to the survey, for a total of 379 respondents. Compared to CEOs in the AACC member database, responding CEOs were more likely to be female than non-responding CEOs.

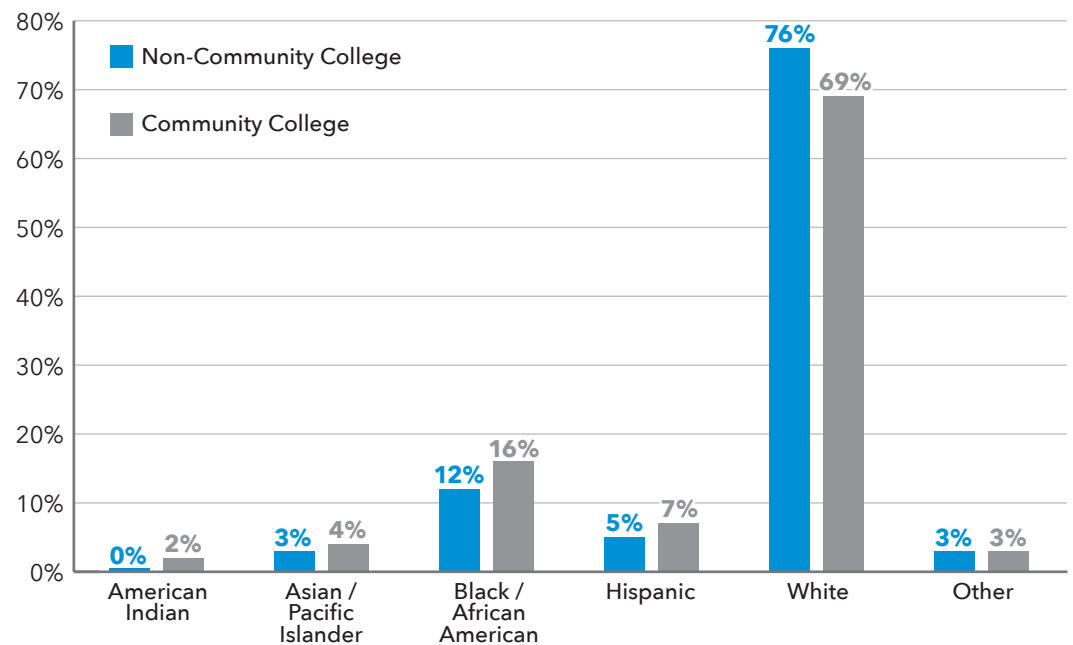
## CEO Demographics

When comparing the 2023 results to previous American College Presidents Surveys, ACE asserted that the college presidency remains older, White, and male<sup>4</sup>. When AACC analyzed community college specific data, the ACE assertion carries over to the 2-year sector.

### Race/Ethnicity & Gender

Based on AACC’s analysis of the responses to the ACPS survey, around 69% of community college leaders were White, 15.7% were Black, 7.1% Hispanic, 3.6% Asian/Pacific Islander, and 2.2% American Indian. **Chart 1** provides an ethnicity and gender distribution showing community college leaders versus other institutions (i.e., colleges and universities) that responded to the survey. Community college leadership is more diverse than the other respondents in the ACPS survey, which was 75.7% White. Due to the small number of respondents to some of the racial or ethnic categories, analysis of race and gender is reported in four categories: White Female, White Male, Minority Female, and Minority Male, where non-White respondents were included in the minority categories.

**Chart 1: Race and Ethnicity Distribution of Community College Leaders versus Other Institutions Responding to ACPS**



<sup>4</sup>American Council on Education. (2023). The American College President: 2023 Edition.

<https://www.acenet.edu/Documents/American-College-President-IX-2023.pdf>

Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data



## Age

The average age of community college CEOs was 57.8 years old. The average age was higher for female CEOs (58.4 years) than the average age of 57.4 for males. However, men were more likely to be 65 or older than were female CEOs.

When analyzing the data by race and ethnicity and gender, White females were, on average, the oldest group of CEOs and least likely to be under the age of 50, while minority males were, on average, the youngest with more than a quarter being less than 50 years old.

**Table 2: Community College CEO Age**

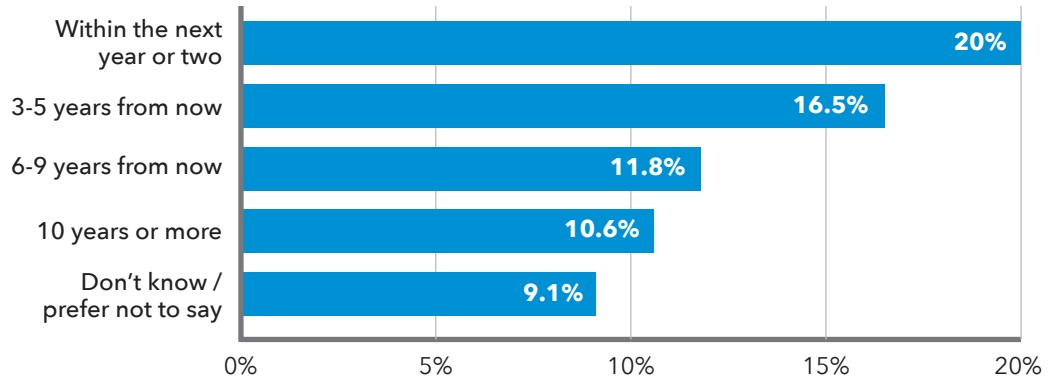
Gender	Less than 50	50 to 54	55 to 59	60 to 64	65 or older
Men	18.9%	20.4%	26%	18.9%	15.8%
Women	12.8%	24.8%	29.3%	21.1%	12%

Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

## Community College CEOs and Retirement

Men represented 58.6% of CEO respondents in the community college sector (see **Table 2**). The highest percentage of men in community colleges were over the age of 50, with most concentrated in the 55-to-59 age group. Likewise, women respondents represent 40.8% of CEOs, and many female respondents were also in the 55-to-59 age group. Looking at age data alone, we could begin to see more transitions happening in 2026 due to individuals in the 65-or-older age group deciding to retire. Because we know that Americans born in 1960 or later must wait until age 67 to be eligible for retirement and their full Social Security benefits, it is not unreasonable to assume that we will begin seeing a slight uptick in retirements in 2025-2026. Our conclusion is also supported by CEO transitions through the likelihood of retirement (see **Chart 2**).

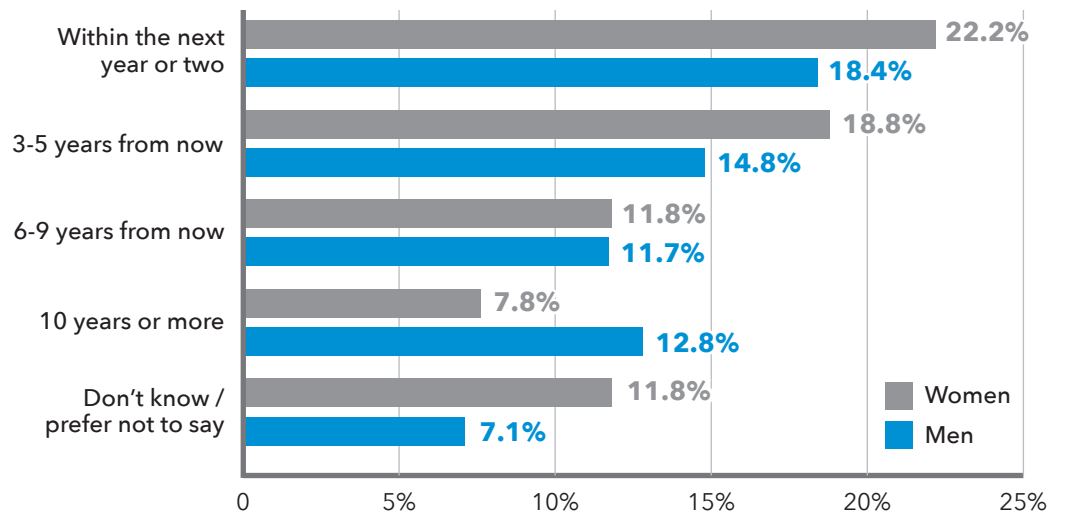
**Chart 2: Percentage of Community College CEOs Indicating Likely Retirement**



Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

More than half of the sitting community college CEOs indicated they planned to transition out of their current position within 5 years; one-third of the CEOs would likely retire within that time frame (see [Chart 3](#)). Roughly half the responding community college presidents indicated they were likely to retire within the next 9 years. As noted above, women were older on average than male CEOs, and as shown in [Chart 3](#), are more likely to retire in the near term compared to their male counterparts.

**Chart 3: Percentage of CEOs Indicating That They Will Likely Retire (by Gender)**



Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data



## Pathway to the Presidency

The ACPS indicated several paths to the presidency. For example, 43.3% of men in the CEO position transitioned from faculty/academic positions and 41% ascended to the presidency from career administrative roles, which is encouraging for men pursuing presidencies through a less traditional pathway. Additionally, 5.2% of men came from the public sector/government, 1% were business executives, 2.9% were non-profit executives, and 6.7% of community college CEOs surveyed indicated other pathways. In terms of women CEOs, 48.3% had a faculty/academic background and 37.1% got their start in administrative positions. In addition, 2.6% of women CEOs have a background in public sector/government, 2.6% have a background as a business executive, 1.3% were non-profit executives, and 7.9% came from miscellaneous backgrounds.

**Table 3: Pathway to the Presidency by Ethnicity and Gender (Percent)**

Ethnicity / Gender	Faculty Academic	Administrative	Public Sector/ Gov	Business Executive	Non-profit Executive	Other
White Male	46.2	36.4	6.3	.7	2.8	7.7
White Female	50.5	36.8	1.1	3.2	1.1	7.4
Minority Male	35	51.7	3.3	1.7	3.3	5.0
Minority Female	46.2	36.5	5.8	1.9	1.9	7.7

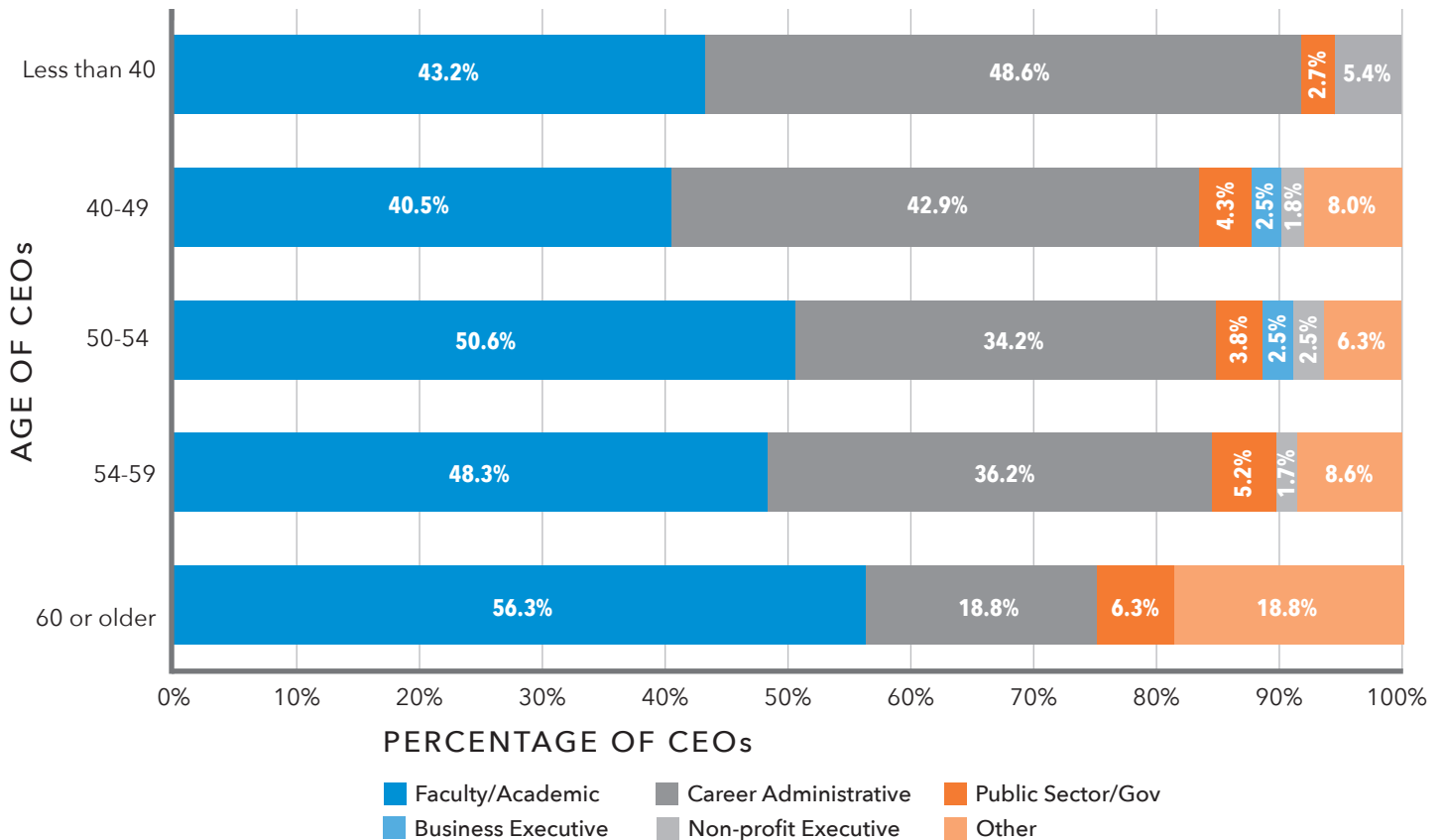
Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

Based upon **Table 3** data, the pathway to the presidency is still primarily through academic affairs. However, it is promising to see that individuals who have ascended through the ranks of career administrative, public sector, and business jobs also have been considered as viable candidates for CEO positions. Depending on the tenure of the CEO, it remains to be seen whether individuals from non-traditional pathways currently in leadership positions will maintain their roles for the median presidential tenure of 7.5 years. (CEO tenure and length of current time in position is discussed in more detail in the Length of Tenure section of this paper.) CEO tenure data are slightly concerning as leading college presidents lauded nationally for student outcomes and innovation indicate that it takes close to 10 years to transform an institution.

**Chart 4** provides a picture of the pathway to the presidency by the age when the CEO ascended to a permanent CEO position. While CEOs who entered the presidency at an older age primarily entered the presidency through faculty/academic, administrative, and from other miscellaneous fields, CEOs younger than 40 were more likely to enter the field through administrative roles, and secondly

through the faculty/academic pipeline. Younger leaders (i.e., those in the less-than-40 age group when they first became a CEO) identified very clearly with the more traditional pathways to the presidency.

**Chart 4: Presidential Pathway by Age When First Appointed**



Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

**First Presidency**

Two-thirds of the respondents were in their first presidency<sup>5</sup>, while the remaining third had at least one prior presidency. Women were more likely than men to be in their first presidency. Hispanic CEOs relative to CEOs of other racial/ethnic backgrounds were most likely (83.3%) to be in their first presidency while Asian or Pacific Islander CEOs were most likely to have prior presidential appointments with only 25% of Asian or Pacific Islander CEOs reporting they were in their first CEO role. Smaller colleges tended to have more first-time CEOs than larger colleges. In addition, well over three-fourths (78.4%) of small rural colleges had first-time CEOs while slightly more than half (56.4%) of large urban colleges had first-time CEOs.

<sup>5</sup> First-time CEO status was based on analysis of CEO characteristics found in the AACC membership database. To determine first-time status, the CEO did not have any prior CEO positions at a regionally accredited college or district office. Interim positions and campus CEOs were not included for this variable.





The average age of community college CEOs when they were appointed to their first presidency was 50 years of age; however, women tended to be older than men (50.9 years old versus 49.4 years old) when they first attained their role as a CEO. Black and Asian or Pacific Islander CEOs tended to be the youngest (average age of 48.1) when first appointed as community college presidents while at an average age of 50.6, White community college CEOs were older when they took their first role as a president. Twenty-five percent of the White CEOs reported they were 55 or older when they assumed their first presidency. Minority males were youngest on average (47.8 years old) and White females were oldest on average (51.6 years old) upon assuming their first presidency.

The smallest number of respondents to the ACPS indicated that they have been on the job for 10 years or more. Roughly 54% of CEOs are in the 3-to-5/6-to-9 years categories. And nearly 35% of CEOs have been in their positions for less than 3 years.

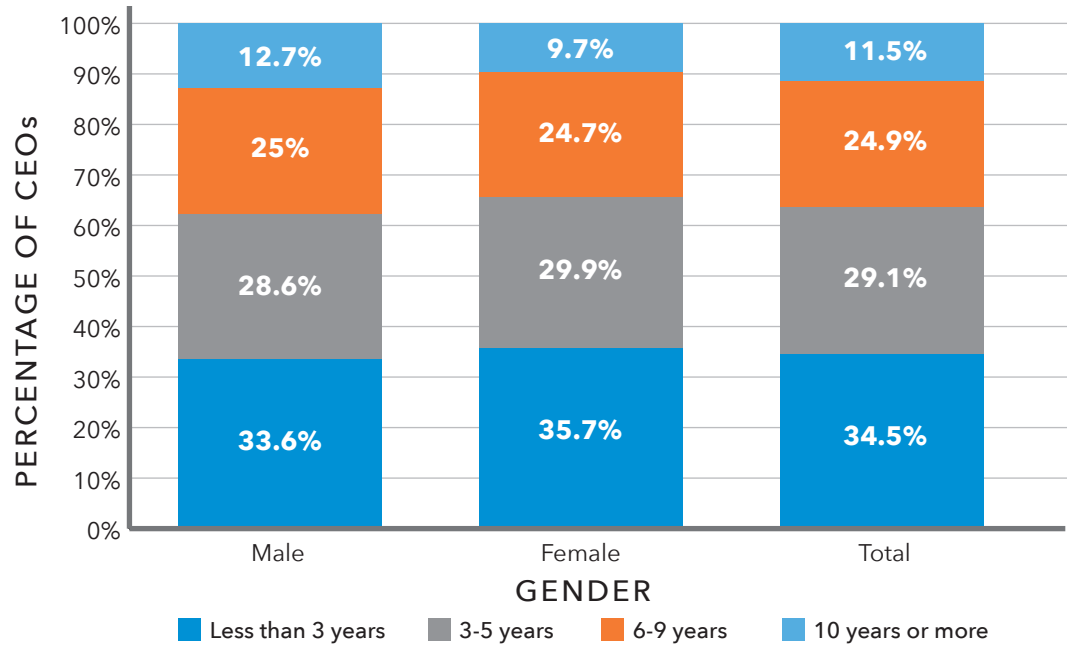
### Length of Tenure

The survey data were used to calculate the length of time a respondent had been in their current position. There was a large range of time responding presidents had been in their current position ranging from newly appointed to more than 34 years, with the average length of 5.5 years, and a median of 4.1 years. Half of the responding CEOs were in their current position for 4.1 years or less, while a little over 11% were in their current position for 10 years or more. On average, at 10.1 years (median of 7.6 years), Native American CEOs were in their current position longer than other CEOs, followed by White CEOs at 4.8 years (median of 6.2 years). Hispanic CEOs had spent the least amount of time in their current positions, averaging 3.3 years (median of 3 years).

There was a slight difference between men and women on the length of their current term. White males, on average, had served longer in their current presidencies, averaging 6.4 years with more than 16% serving in their role for 10 years or more. Minority males were most likely to have been in their current position for fewer than 3 years and had on average served almost 2 years less than White males (4.5 years versus 6.4 years).

The data collected on the survey are not appropriate to calculate the average tenure (total length of a presidency) of community college presidencies. To supplement these data, the length of presidential tenures of presidencies that ended between 2013 and 2023 were pulled from the AACC membership database. The average presidential tenure of all public community college CEOs who transitioned out of that role at a particular college was approximately 9 years, with a median tenure of 7.5 years. The data suggest that the tenure of CEOs in each college is relatively stable, but has decreased slightly, with the average tenure for those CEOs who transitioned January 1, 2020, or later being 8.4 years with a median of 6.8 years.

**Chart 5: Length of Time in Current Position**



Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

### CEO Education

Almost 90% of community college CEOs have a terminal degree, with the highest percentage of terminal degrees being held by White men and minority women respectively. While minority male CEOs skewed lower in attainment of Doctor of Philosophy and Doctor of Education degrees (41.1% and 35.7%, respectively), a higher percentage did attain Doctor of Medicine degrees (1.8%) than other CEOs.



**Table 4: Type of Degree for Highest Level of Degree Earned by Race/Ethnicity and Gender (percentage)**

Degree	Men	Women	White Men	White Women	Minority Men	Minority Women	Total
Doctor of Philosophy	46.9	45.4	48.9	49.5	41.1	38.8	46.3
Doctor of Education	38.3	46.8	40.1	44.0	35.7	53.1	41.8
Master's	9.7	5.0	7.3	5.5	14.3	4.1	7.7
Juris Doctor	3.1	1.4	2.9	1.1	3.6	0.0	2.4
Master of Business Administration	.5	1.4	.7	0.0	0.0	4.1	0.9
Doctor of Medicine	.5	0.0	0.0	0.0	1.8	0.0	0.3
Not listed (please specify):	1.0	0.0	0.0	0.0	3.6	0.0	0.6

Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

When reviewing degree attainment by CEO age, we note that more than 90% of individuals in the 65 and older category in community college leadership had terminal degrees. However, for individuals younger than 50 years old, degree attainment was slightly less than older CEOs currently in the field.

**Table 5: Type of Degree for Highest Level of Degree Earned by CEO's Age (percentage)**

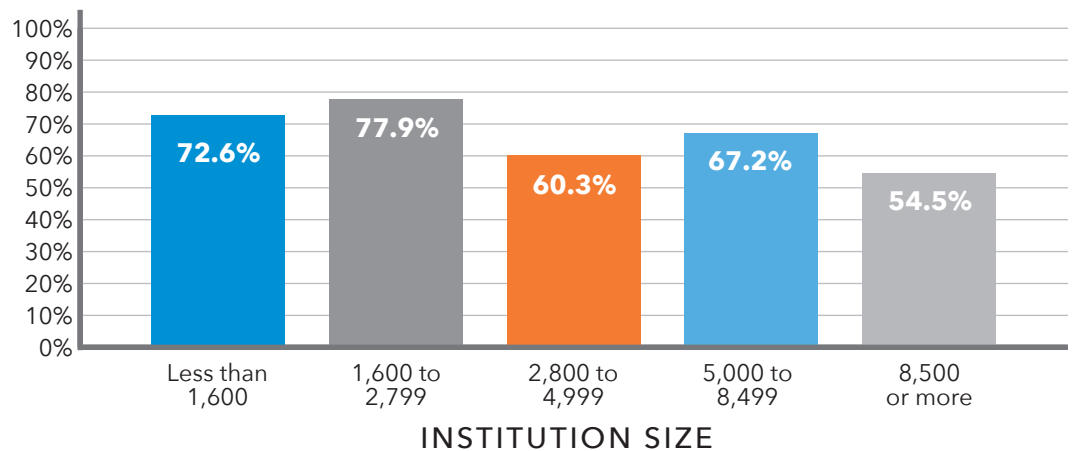
Degree	Less than 50	50 to 54	55 to 59	60 to 64	65 or older	Total
Doctor of Philosophy	45.8	46.3	44.2	40.0	62.2	46.7
Doctor of Education	41.7	41.8	46.5	46.7	28.9	42.2
Master's	12.5	7.5	7.0	8.3	4.4	7.8
Juris Doctor	0.0	3.0	1.2	1.7	4.4	2.0
Master of Business Administration	0.0	0.0	0.0	1.7	0.0	0.3
Doctor of Medicine	0.0	0.0	0.0	1.7	0.0	0.3
Not listed (please specify):	0.0	1.5	1.2	0.0	0.0	0.7

Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

## First-Time Community College CEOs by Institution Size and Type

The ACPS focused on aggregated data for first-time CEOs in higher education. **Chart 6** is a breakdown of the percent of institutions by size that first-time community college CEOs are leading. For the study, the size of institution was broken into five categories: Less than 1,600; 1,600 to 2,799; 2,800 to 4,999; 5,000 to 8,499; and 8,500 or more. **Chart 6** shows the percentage of CEOs that are first-time CEOs, meaning individuals that are new to the role of CEO in each institutional size. These individuals are in the highest concentration in institutions with less than 2,800 students. Men were more likely to be employed at colleges with fewer than 2,800 students while women were more likely to be working at colleges with 5,000 or more students—in fact, over half the female respondents were in institutions with more than 5,000 students compared to only 37.1% of male respondents.

**Chart 6: First-Time CEOs by Institution Size**



Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

Of note, all the American Indian CEOs were in colleges with enrollment less than 1,500 students and all but one of these CEOs were at a tribal college. Half of the Asian or Pacific Islander presidents served at colleges with enrollment over 8,500 students, while well over one-third of the Hispanic and Black presidents served at institutions with enrollment over 8,500 students. White males were most likely to lead colleges with enrollment less than 2,800 students while minority females were most likely to lead colleges with enrollment greater than 8,500 students.



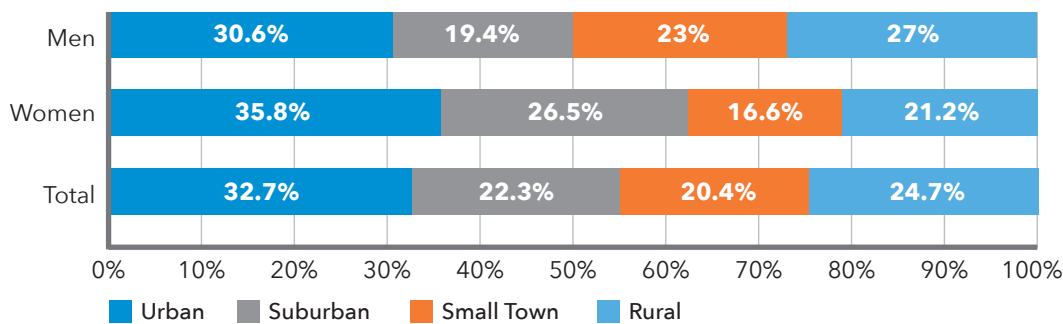
**Table 6: Percent of First-Time CEOs by Institution Type**

Institution Type	Percentage of First-Time CEOs
Single Campus College	69.9
College in Multi-College District	53.1
Multi-campus College	66.9
Small Rural Town	76.2
Mixed	64.2
Large Urban/Suburban	55.8

Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

The urbanicity of the institution also provides insight into the types of colleges that first-time CEOs are leading. Urbanicity is defined as the degree to which a geographical area is considered urban. The U.S. Department of Education assigns an urbanicity to each institution based on the location of the primary campus of the institution. This report used four basic categories: City (Urban), Suburban, Small Town, and Rural. Men were more likely than women to be CEOs in colleges located in rural or small towns, while female CEOs were most likely to be in colleges located in cities.

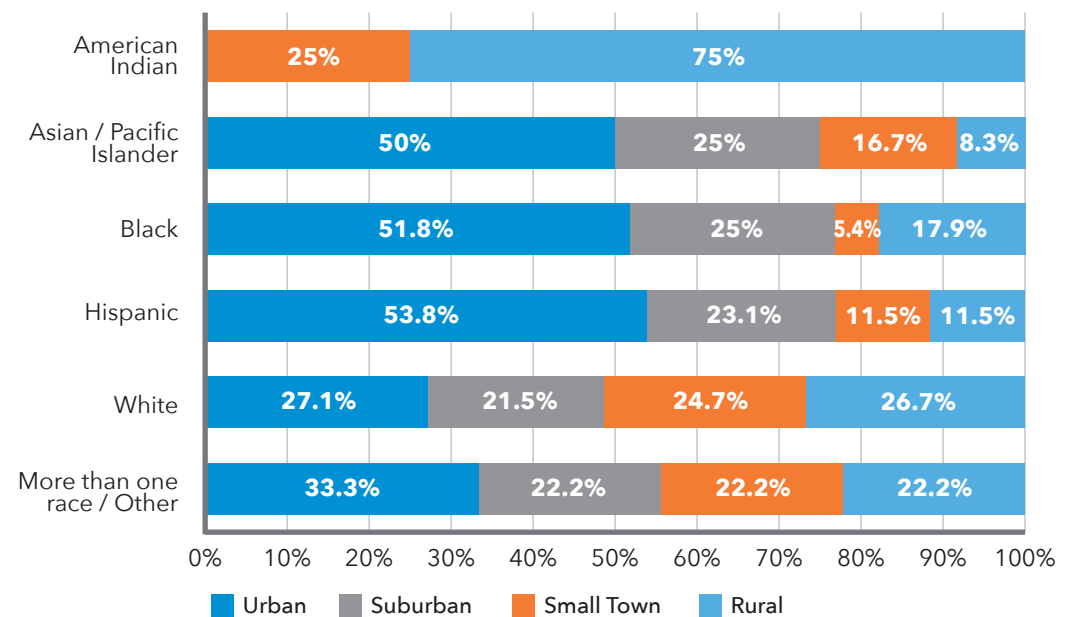
**Chart 7: Gender and Urbanicity of Institution**



Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

More than half of the Hispanic CEOs, Black CEOs, and Asian or Pacific Islander CEOs were employed at colleges in cities, while more than half of the White CEOs were either at colleges in rural or small towns. American Indian CEOs were only at colleges in rural or small-town settings—not surprising given most of these CEOs are presidents of tribal colleges. When the sample is disaggregated by gender and minority status, minority males were more likely to be CEOs at urban colleges and also were more likely to be CEOs at rural colleges than any of the other three groups. White males were more likely to be serving at either rural or small-town institutions.

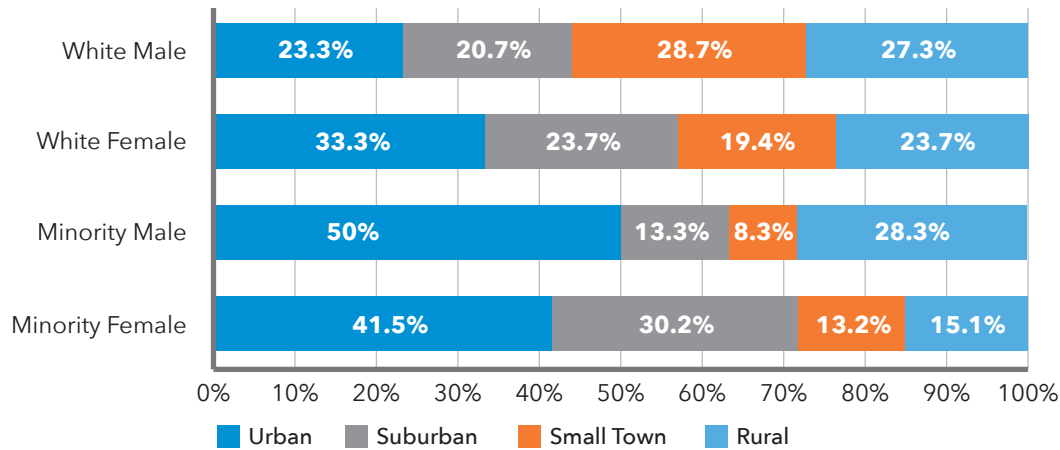
**Chart 8: Race and Ethnicity by Urbanicity of Institution**



Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data



**Chart 9: Race/Ethnicity and Gender by Urbanicity of Institution**



Source: AACC analysis of American Council on Education: The American College President: 2023 Edition data

Like the students served by community colleges, the CEOs of community colleges are more racially and ethnically diverse and more likely to be female than leaders in the rest of higher education. These data do not directly measure the change in demographics of the community college presidents; however, the demographics of community college CEOs appear to be moving toward increasing diversity. Younger CEOs and more newly appointed CEOs are more likely to be either Asian or Pacific Islanders, Hispanic, or Black presidents, while White CEOs are more likely to retire in the next 5 years than are CEOs of other racial or ethnic backgrounds. In addition, these data suggest that the distribution of the enrollment base race and ethnicity of the students is related to the leadership of the institutions: Hispanic CEOs were more likely to be at colleges with significant Hispanic enrollment, Black CEOs were more likely to be at colleges with more Black students, and Asian or Pacific Islander CEOs were more likely to be at colleges with 10% or more Asian or Pacific Islander student enrollment.

## Conclusion

It is encouraging to see that community college CEOs are more racially and ethnically diverse than other segments of higher education, but there is much work to be done to ensure that leadership of colleges with higher minority enrollment reflect the communities that they serve.

But there is concern about CEO tenure. Winners of the Aspen Prize for Community College Excellence have spoken to the amount of time needed to change institutional culture and move toward innovation and transformation to better serve students. To date, CEO tenure is moving in the wrong direction.

In summary, we present the key findings of the community college CEO analysis.

### Demographics

- Most community college presidents are older, White, and male.
- Like the students served by community colleges, the CEOs of community colleges are more racially and ethnically diverse and more likely to be female than leaders in the rest of higher education.

### Age

- The average age of community college CEOs was 57.8 years old.
  - The average age was higher for female CEOs (58.4 years) than the average age of 57.4 for males. However, men were more likely to be 65 or older than were female CEOs.
  - White females were, on average, the oldest group of CEOs and least likely to be under the age of 50.
  - Minority males on average were the youngest group of CEOs with more than a quarter being less than 50 years old.

### Age at Time of First Presidency

- The average age of community college CEOs when they were appointed to their first presidency was 50 years of age.
  - Women tended to be older than men (50.9 years old versus 49.4 years old) when they first attained their role as a CEO.
  - Black and Asian or Pacific Islander CEOs tended to be the youngest (average age of 48.1) when first appointed as community college presidents. Minority males were youngest on average (47.8 years old) and White females were oldest on average (51.6 years old) upon assuming their first presidency.
  - White community college CEOs were older when they took the first role as a president. Twenty-five percent of the White CEOs reported they were 55 or older when they assumed their first presidency.





## Community College CEO Degree Attainment

- 90% of CEOs 65 and older in community college leadership had terminal degrees.
- For individuals younger than 50 years old, degree attainment was slightly less than older CEOs currently in the field.

## Transitions/Retirements

- More than half of the sitting college CEOs indicated they planned to transition out of their current position within 5 years; one-third of the CEOs would likely retire within that time frame.
  - Because women CEOs are slightly older than their male counterparts, we can safely project that more women will retire sooner.

## Pathway to the Community College Presidency

- The pathway to the presidency is still primarily through academic affairs.
  - While CEOs who entered the presidency at an older age primarily entered the presidency through faculty/academic, administrative and from other miscellaneous fields, CEOs younger than 40 were more likely to enter the field through administrative roles, and secondly through the faculty/academic pipeline.

## Length of Presidential Tenure

- The median presidential tenure is 7.5 years.
  - Native American CEOs were in their current position longer than other CEOs, followed by White CEOs at 4.8 years (median of 6.2 years).
  - Hispanic CEOs had spent the least amount of time in their current positions, averaging 3.3 years (median of 3 years).

## Institution Size and Urbanicity

- Smaller colleges tended to have more first-time CEOs than larger colleges.
  - Well over three-fourths (78.4%) of small rural colleges had first-time CEOs while slightly more than half (56.4%) of large urban colleges had first-time CEOs.
- Men were more likely than women to be CEOs in colleges located in rural or small towns, while female CEOs were most likely to be in colleges located in cities.

## Thoughts for the Future

Community college CEO jobs are highly rewarding, but there are complexities within the jobs compounded by the political climate in this country. To keep progress going in the right direction, as we identify potential leaders, we must guarantee that our strategies to ensure that they are successful in their new roles address these challenges head-on.

Leadership development programs that provide hands-on experiences in dealing with the complexities facing CEOs in this new period of America's history is paramount. Lecture-only leadership development programs are problematic because they don't provide a safe sandbox to test theories and learn from mistakes. Impactful programs including case studies, data analysis, and program/service development will be paramount to the success of new and future CEOs. These programs must be revamped to give participants a safe space to test strategies and to learn from their application to ensure that presidents are prepared to address any number of challenges that the institution faces.

Also, we are seeing more divisive political interference in higher education's role in democracy and advancing individuals' ability to think critically. We have seen machinations of anti-DEI and anti-Blackness rhetoric pervade the news cycles. Teaching CEOs how to continue to push forward in upholding community college ideals is important even in the face of adversity so that the progress made in the sector to ensure economic mobility for all continues moving ahead. The American Dream has been pushed further away from the neediest students because of changes to state and federal laws. Boards of trustees must provide unwavering support to the CEO in upholding the mission, vision, and values of the community college.

Another thing that we have recently begun seeing is the weaponization of No Confidence votes. No Confidence votes are being leveled at CEOs for challenging the college community in addressing the new normal in business operations. In the last couple of months, we have seen No Confidence votes that have created trauma for CEOs who have tried to advance the goals approved by the district CEOs and/or boards of trustees. These leaders have decided to exit the profession. Boards of trustees must be cognizant of the requests that they are leveling at CEOs and the support that is required for them to be successful.

And while we speak to the mental health needs of our students, our sector doesn't tout mental health needs of community college staff, which includes CEOs. If these services are not readily available to college employees, they need to be made available, and employees should be encouraged to use these services so that they can address trauma and heal from it.



## Overall, we encourage the following:

### For boards of trustees

- Know that your new CEO will not have all the skills necessary to be effective, and they must be developed. Support ongoing professional development for CEOs, which might include mentoring/coaching.
- Establish clear expectations for the CEO with measurable metrics.
- Provide unwavering support to the CEO, when she/he/they have been charged by the board to address a significant issue.
- Investigate by using data and facts regarding issues with the direction in which the college is going, and ensure that you communicate to the CEO concerns you have, and give him/her/them time to provide you with viable solutions.

### For new and veteran CEOs moving to a new college

- Understand and give respect to the institution's past and present before moving toward the future.
- Understand the components of shared governance and follow the framework.
- Always communicate with your board about any potential problems the college may have as soon as you become aware of the problem. Share your proposed solution and seek endorsement from the board before moving forward to implement. This could greatly assist you should staff members oppose the direction in which you're going.
- Stick to the data and facts to tell the story of the college and its students.

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1 Dupont Circle, NW, Suite 700  
Washington, DC 20036  
202.728.0200  
[www.aacc.nche.edu](http://www.aacc.nche.edu)

