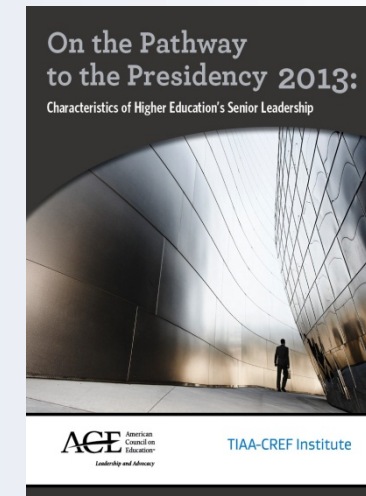# Future Leadership Shaped by the Numbers:

The American College President 2012

On the Pathway the Presidency 2013

Presented by Kim R. Bobby, Ed.D., Director
Inclusive Excellence Group
Leadership Programs
American Council on Education (ACE)

AACC Annual Convention, April 20, 2015

The American Council on Education (ACE)

- ACE is the nation's largest higher education organization
- ACE seeks to:
  - Coordinate the advocacy efforts of the entire community
  - Influence public policy through advocacy, research, and program initiatives

The Leadership Challenge

- Leading an institution of higher education in the 21st century is no easy task. Colleges and universities face unprecedented challenges in achieving their missions as our nation looks to them to provide the educated citizenry we need to compete globally.

- Presidential leadership plays a key role in ensuring institutional success. Developing the next generation of leaders is critical to the long-term success of higher education.
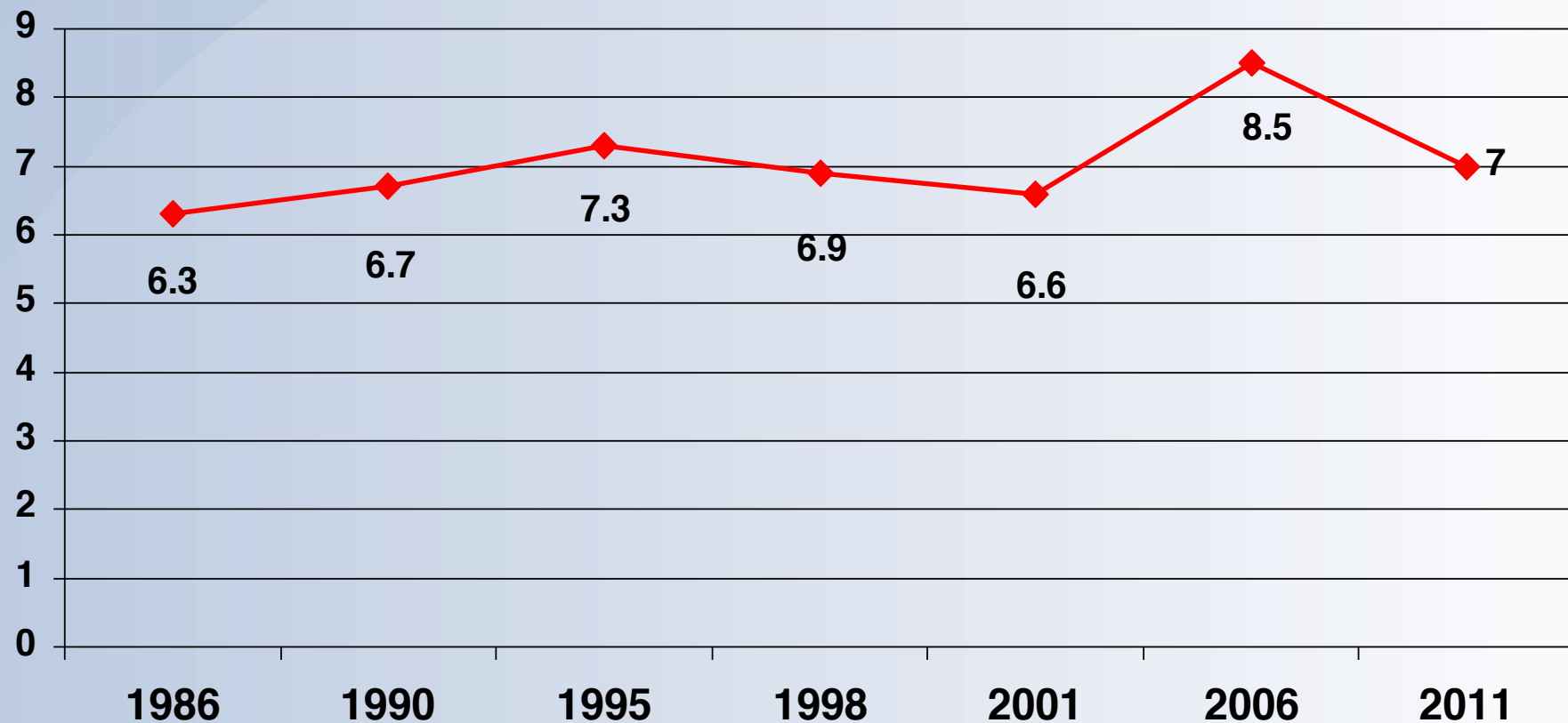
ACPS 2012: Aging of Presidents

- Average age of presidents in 2011 is 61, up from 60 in 2006.

- 58 percent of presidents are over the age of 61 (up from 49 percent in 2006).

- Between 1986 and 2011 the majority of presidents have shifted from 50 or younger to 61 or older

The Aging of Presidents: 1986, 2006, and 2011
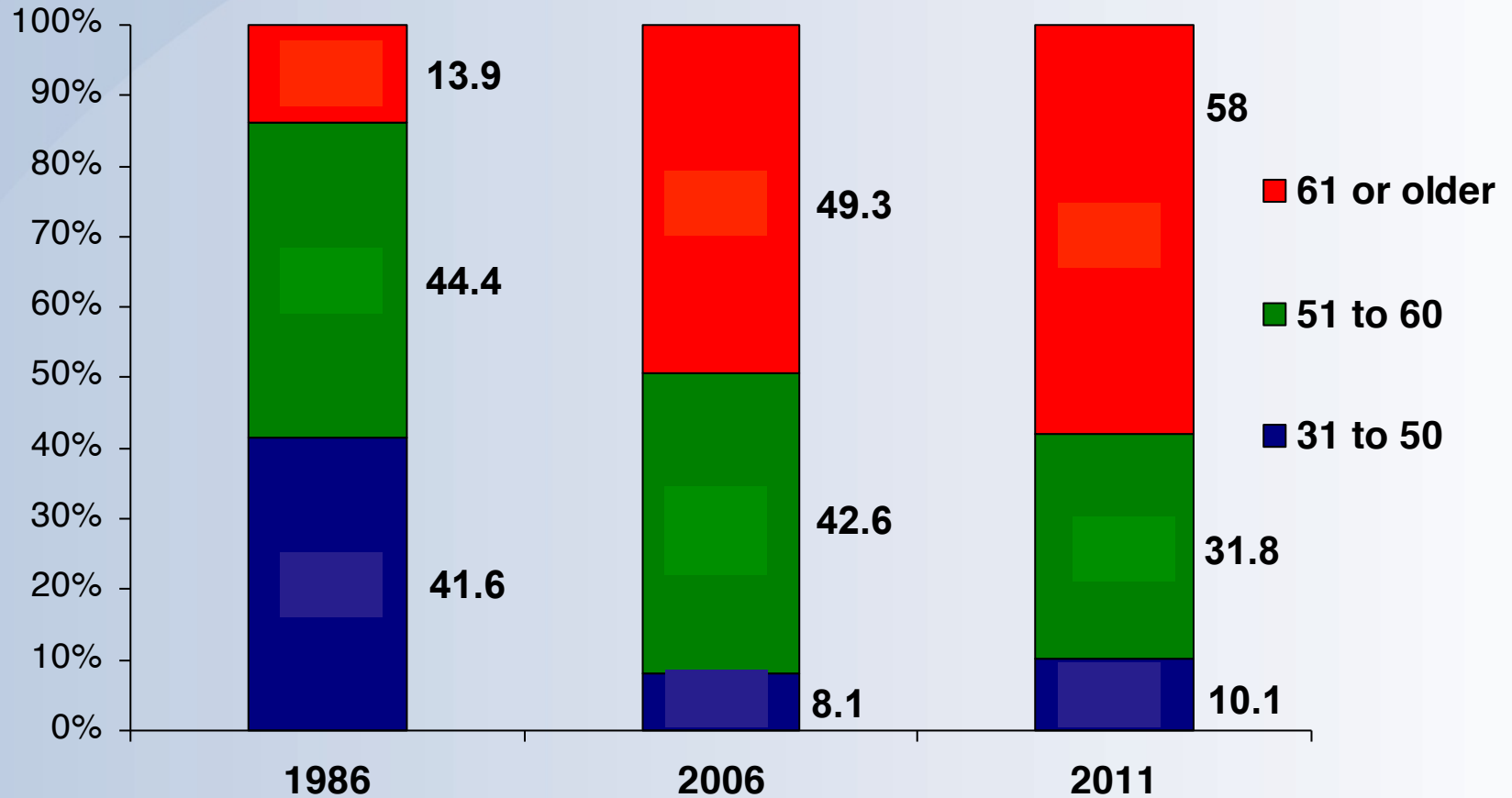
# Length of Service: 1986-2011

ACPS 2012: Diversity of Presidents

- Share of women presidents has increased from 23 percent to 26 percent since 2006 (13 percent in 1986).

- Most of the recent growth among White women.

ACPS 2012: Diversity of Presidents

- Share of racial/ethnic minority presidents decreased from 14 percent in 2006 to 13 percent in 2011.

- The decline in minority presidents appears to occur within HSI's.

Women Presidents by Institution Type: 1986 to 2011
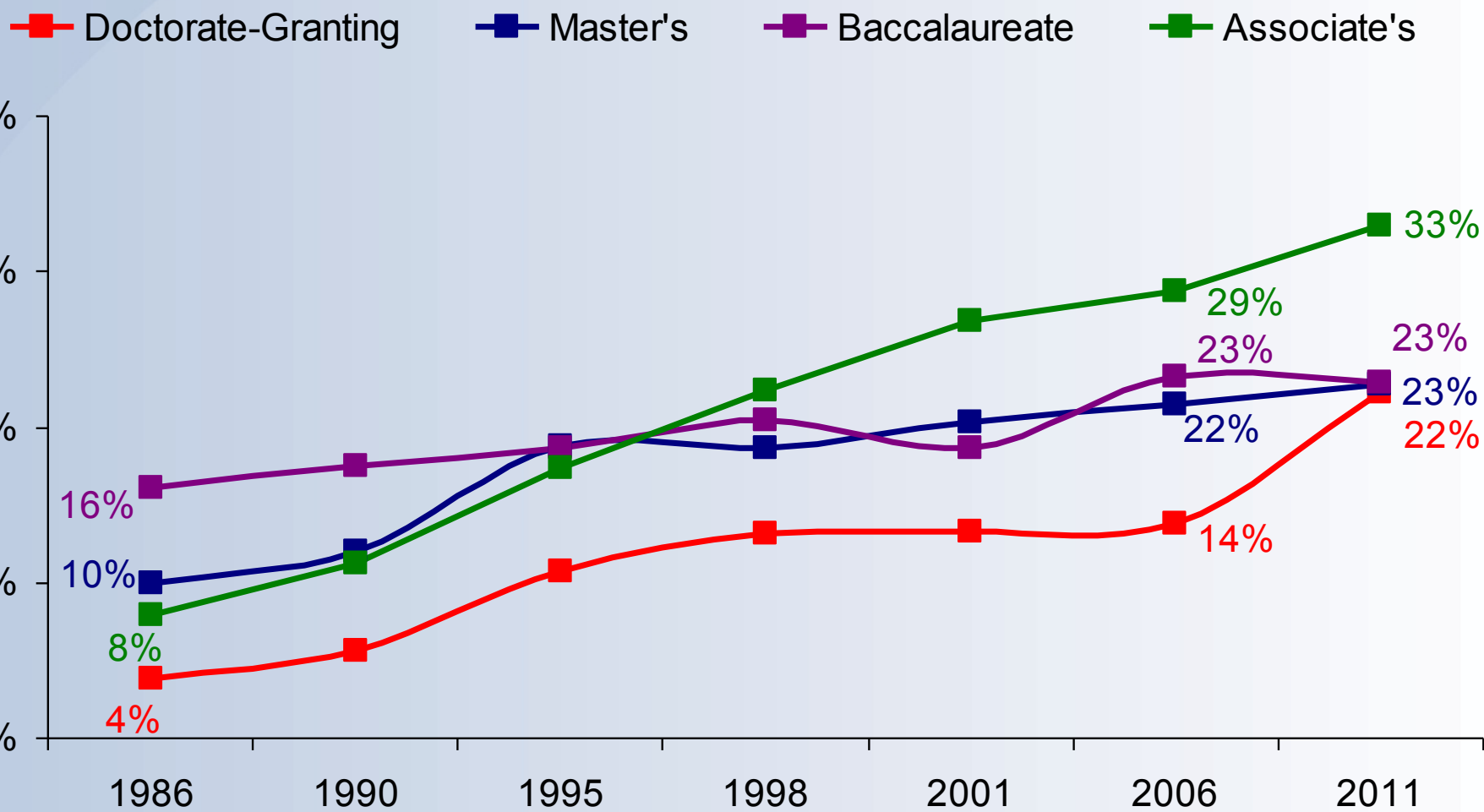
Community College Presidents

Gender	2011	2006
Male	67.0	71.2
Female	33.0	28.8

Ethnicity	2011	2006
White	86.9	86.1
African American	5.3	4.9
Hispanic	5.0	6.1
Asian American	1.5	1.0
American Indian	0.6	0.4
Other-multiple race	.7	1.5

Minority Presidents: 1986, 2006, and 2011
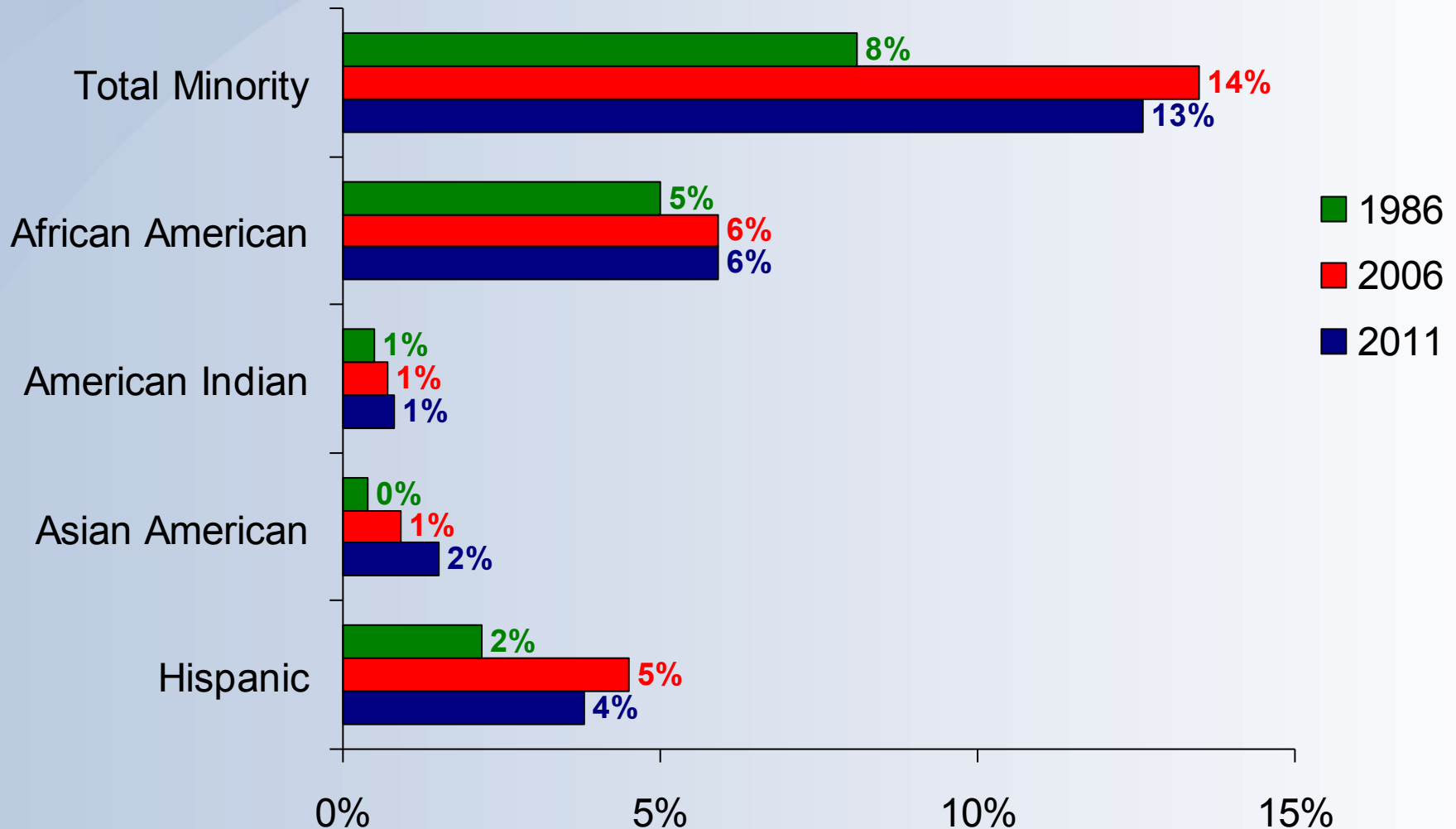
ACPS 2012: Career Paths of Presidents

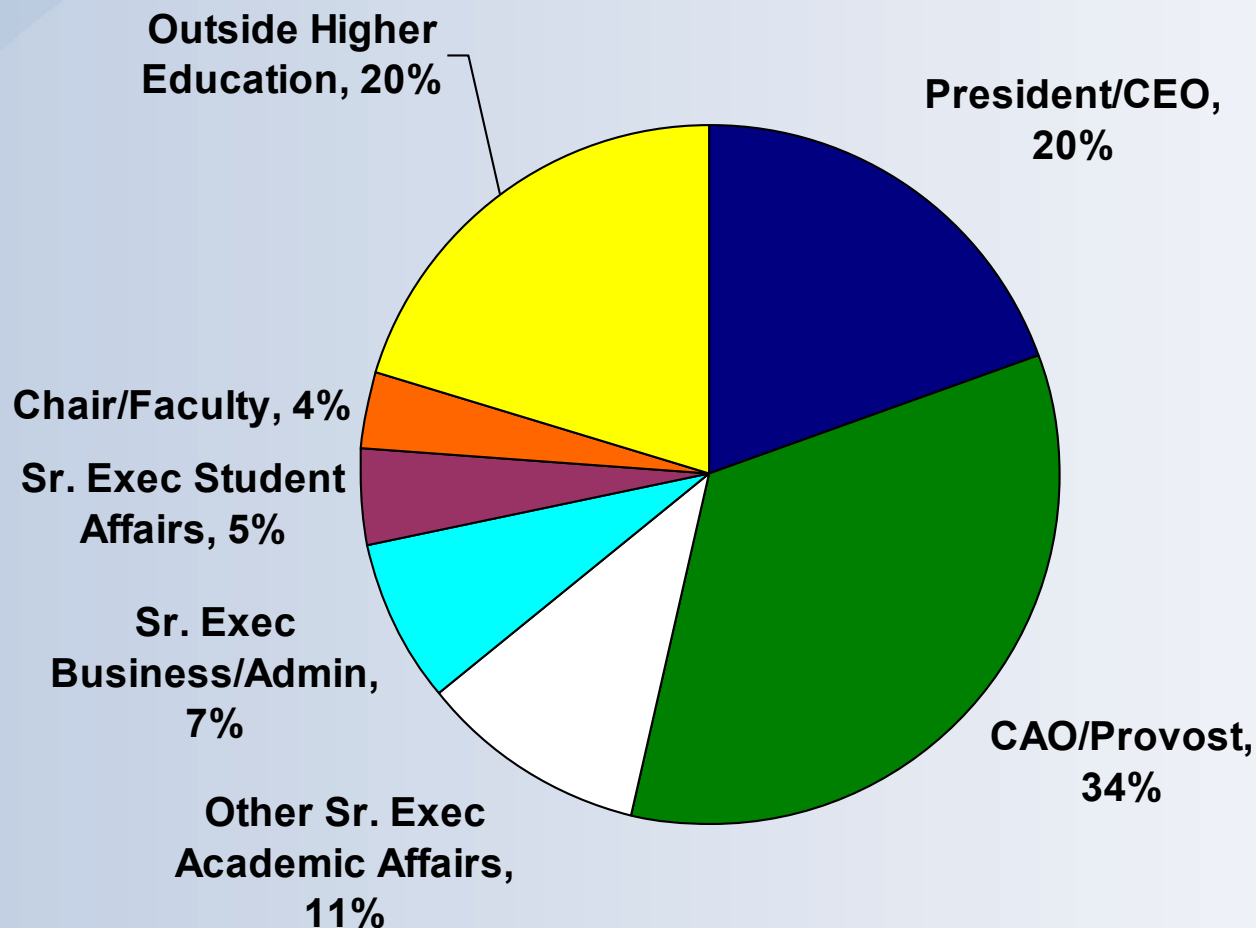- Twenty percent of presidents' most recent prior position was outside of higher education, up from 13 percent in 2006.

- Presidents coming from outside higher education no more racially diverse.

Most Recent Position: 2011

Outside Higher Education, 20%

President/CEO, 20%

Chair/Faculty, 4%

Sr. Exec Student Affairs, 5%

Sr. Exec Business/Admin, 7%

Other Sr. Exec Academic Affairs, 11%

CAO/Provost, 34%

Areas Insufficiently Prepared for First Presidency

- Fundraising
- Governance Issues/Board Relations
- Risk Management
- Capital Improvements
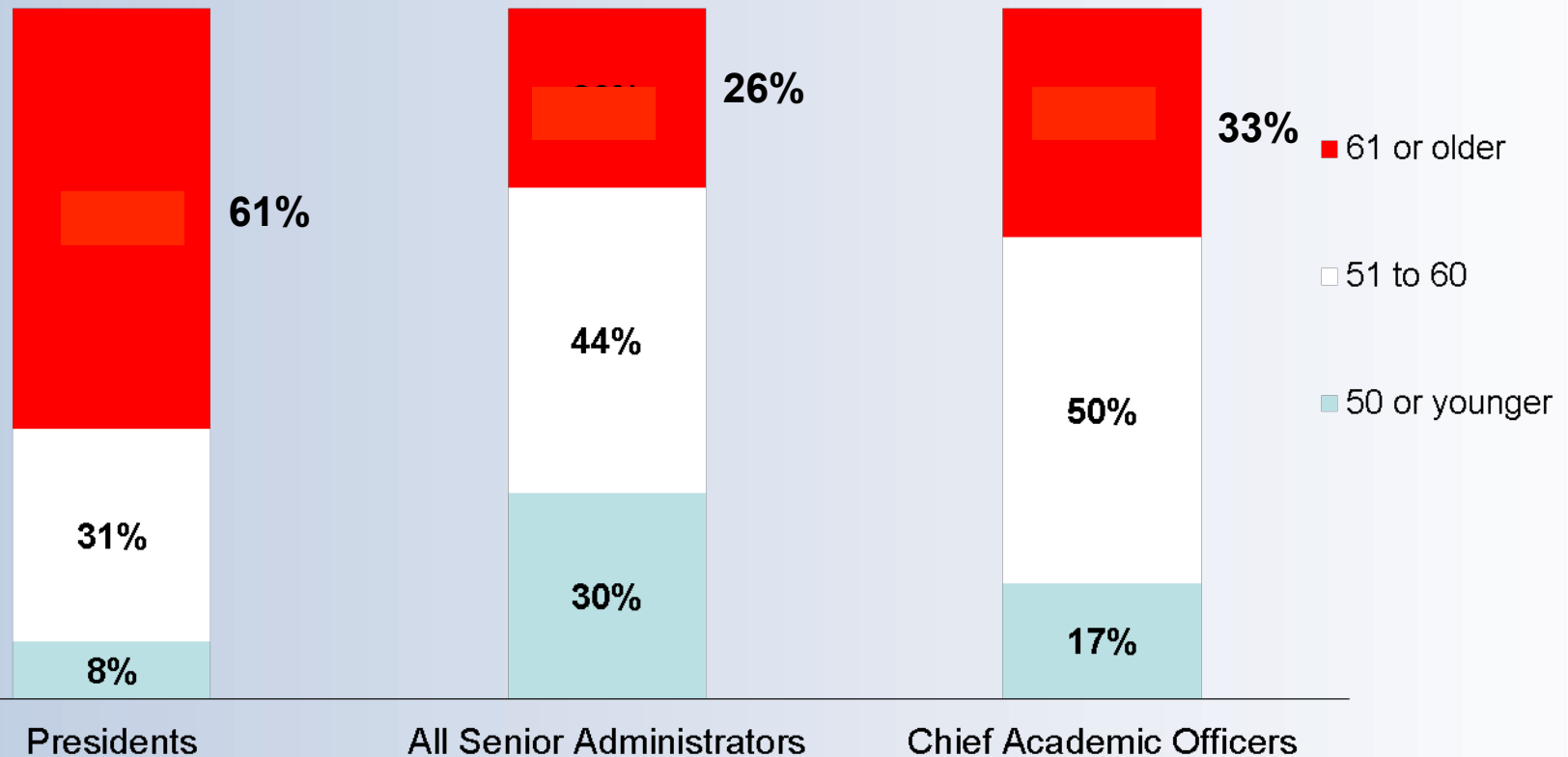- Entrepreneurial Ventures
- Athletics

On the Pathway to the Presidency

- What is the age profile of senior leaders?

- Are those in position to be the next generation of presidents more diverse than the current group?

- To what extent have current

  leaders benefitted from succession

  planning?

On the Pathway to the Presidency 2013:
Characteristics of Higher Education's Senior Leadership
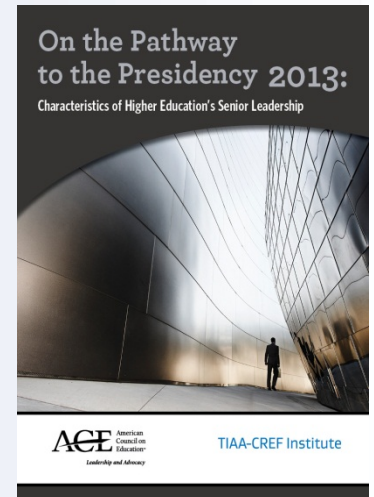
Senior Administrators at Four Year institutions are Younger than Presidents

Distribution of Presidents and Other Senior Administrators by Age

Presidents
- 61%
- 31%
- 8%

All Senior Administrators
- 26%
- 44%
- 30%

Chief Academic Officers
- 33%
- 50%
- 17%

Legend:
- 61 or older
- 51 to 60
- 50 or younger

Racial/Ethnic Diversity Among Senior Administrators by Institutional Type, 2007

Associate's: 17% Minority | 83% White

Baccalaureate: 15% Minority | 85% White

Master's: 15% Minority | 85% White

Doctorate: 16% Minority | 84% White

Legend: ■ Minority ■ White
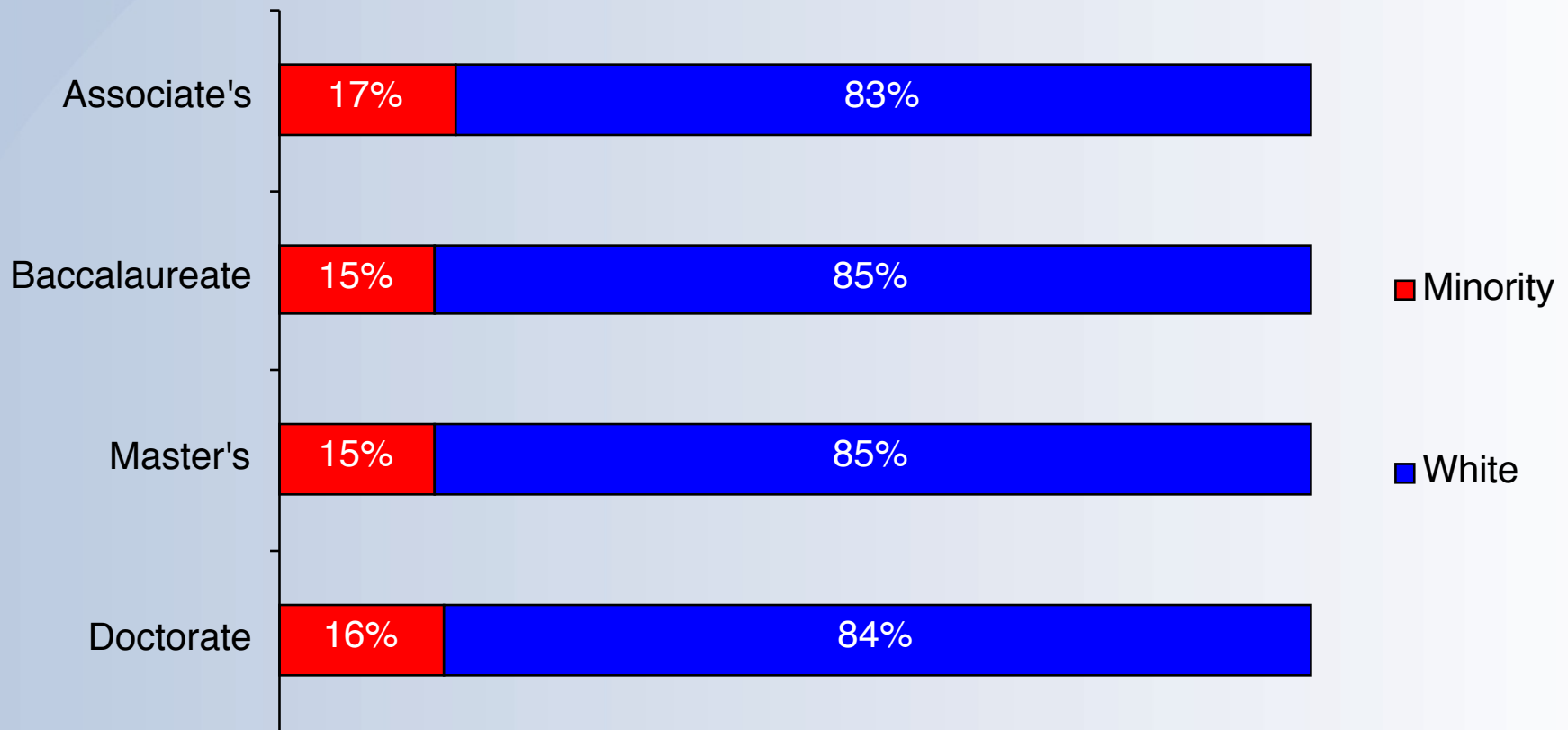
CAOs' Presidential Aspirations, by Gender and Race/Ethnicity, 2008

American Council on Education
Leadership and Advocacy

	Women	Men	White	African American	Asian American	Hispanic
Intend to seek a presidency	25%	33%	28%	48%	35%	34%
Undecided	28%	23%	24%	27%	33%	30%
Do not intend to seek a presidency	47%	44%	47%	25%	33%	36%
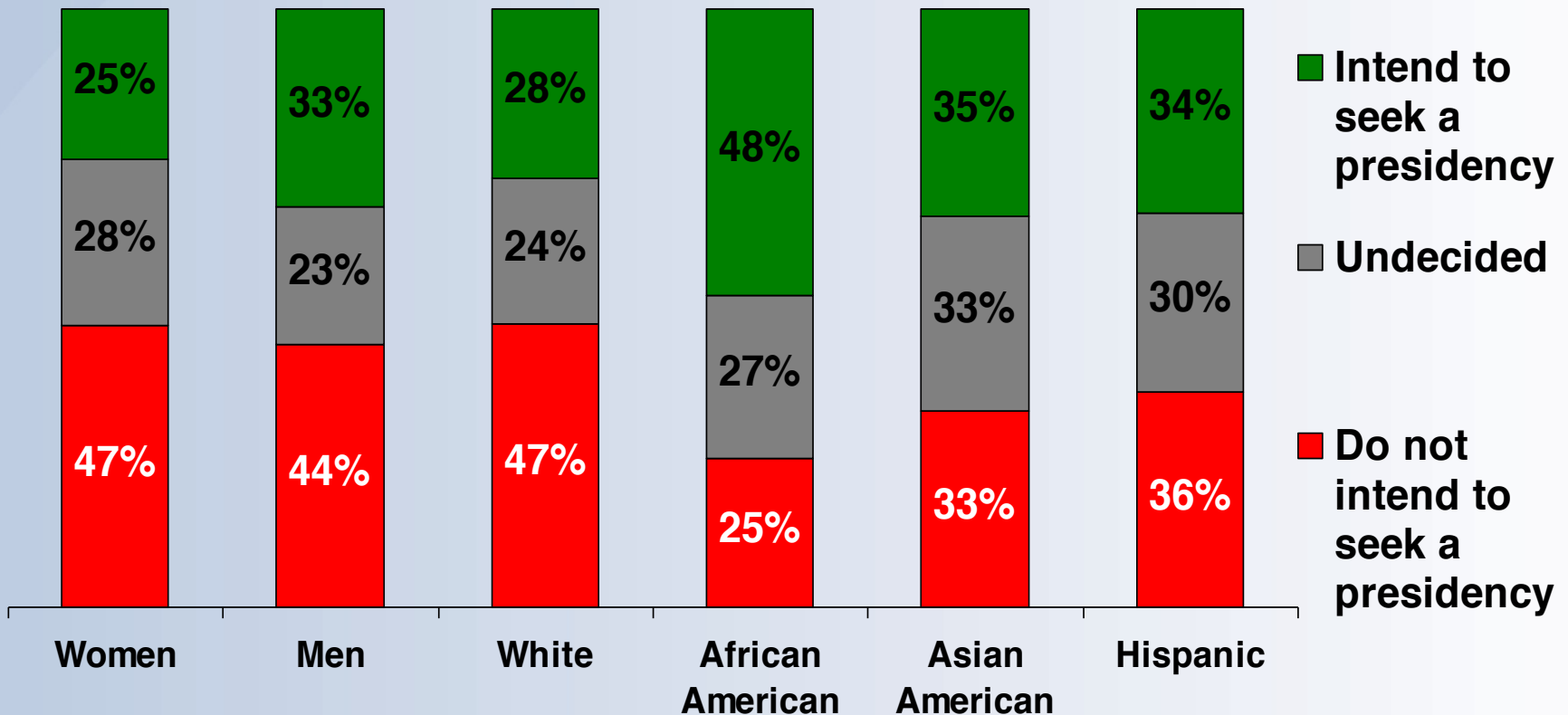
Source: ACE.2009. The CAO Census: A National Profile of Chief Academic Officers.

With generous support from TIAA-CREF institute.

Minorities Most Likely to Hold Diversity and Student Affairs Positions

Percentage of Senior Administrators at Four Year Institutions who are People of Color

Position	Percentage
Chief Diversity Officer	90%
Senior Administrative Officer	11%
Chief of Staff	16%
Central Senior Academic Affairs	12%
Executive VP	6%
Dean	13%
CAO	7%

Source: *On the Pathway to Presidency 2013: Characteristics of Higher Education's Senior Leadership*.
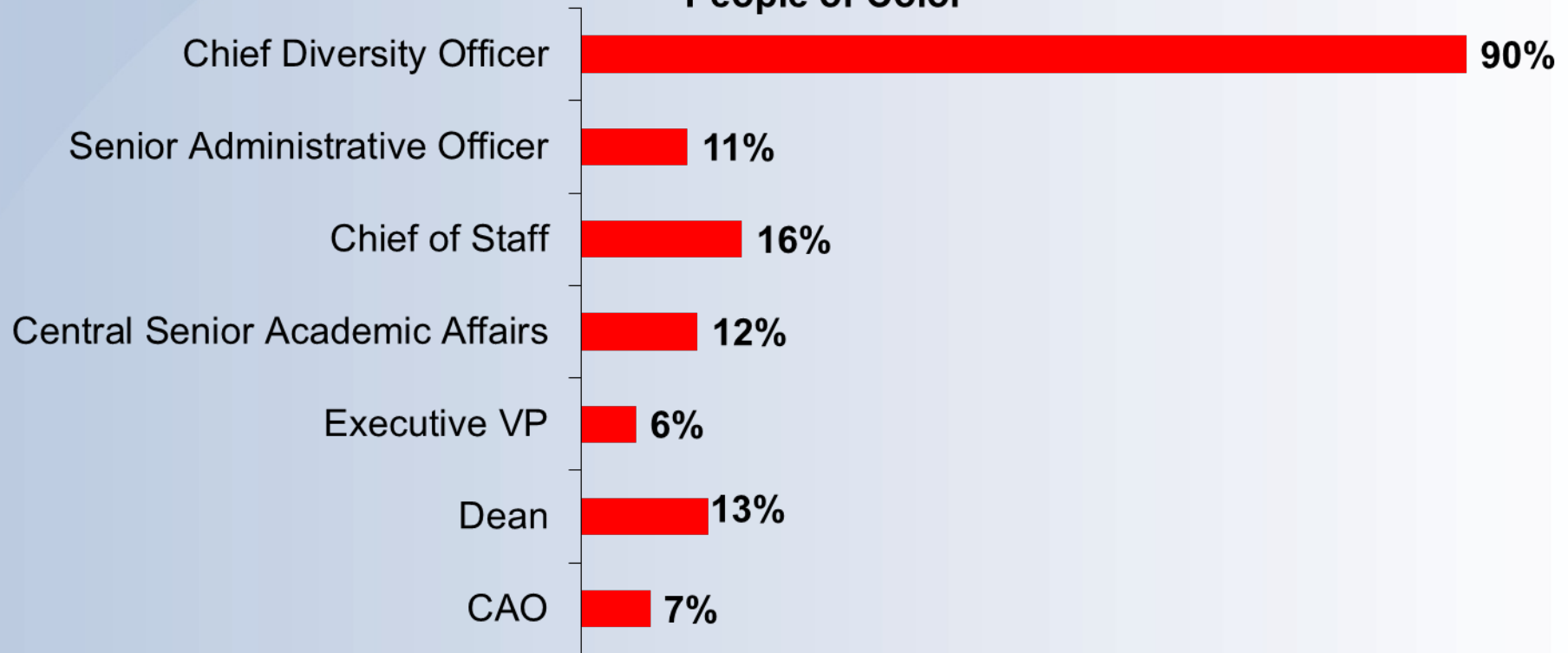
Most Frustrating Issues

All:

➢Never enough money

Hispanic Presidents:

➢Faculty resistance to change (42%)

African American Presidents:

➢Belief that you are infinitely accessible in the position (42.5%)

Asian American Presidents:

➢Difficulty in cultivating leadership in others (50%)

➢Unrealistic expectations to solve everyone's problems (45%)

➢Faculty resistance to change (45%)

Trustee National Data - Race/Ethnicity

Ethnicity	Number	Percent (%)
Caucasian	1389	78
African American	158	9
Hispanic/Latino	121	7
Asian/Pacific Islander	56	3
American Indian	17	1
Mixed Race	16	1
Other	17	1
Total	1774	100

Moving the Needle Initiative

Women's Network Executive Council (WNEC) and
Inclusive Excellence Group (IEG),
American Council on Education (ACE)

Moving the Needle: Advancing Women Leaders in Higher Education

- **Our Challenge**
  - To realize our vision by 2030

- **Our Value Statement**

  - In 2014 women hold 26% of college and university presidencies

  - Progress has been incremental over several decades

  - A national agenda and imperative are needed

  - Collaboration with like-minded organizations can/will make a difference

Moving the Needle:
Advancing Women Leaders in Higher Education

Four Working Goals

Goal One

•Generate a national sense of urgency elevating the need for advancing women in higher education leadership positions

Goal Two

•Encourage governing boards and other higher education institutional decision and policy making bodies to consider recommended practices for recruiting and hiring women into chief executive offices.

Goal Three

•Achieve women's advancement to mid-level and senior-level positions in higher education administration by building capacities in women and institutions.
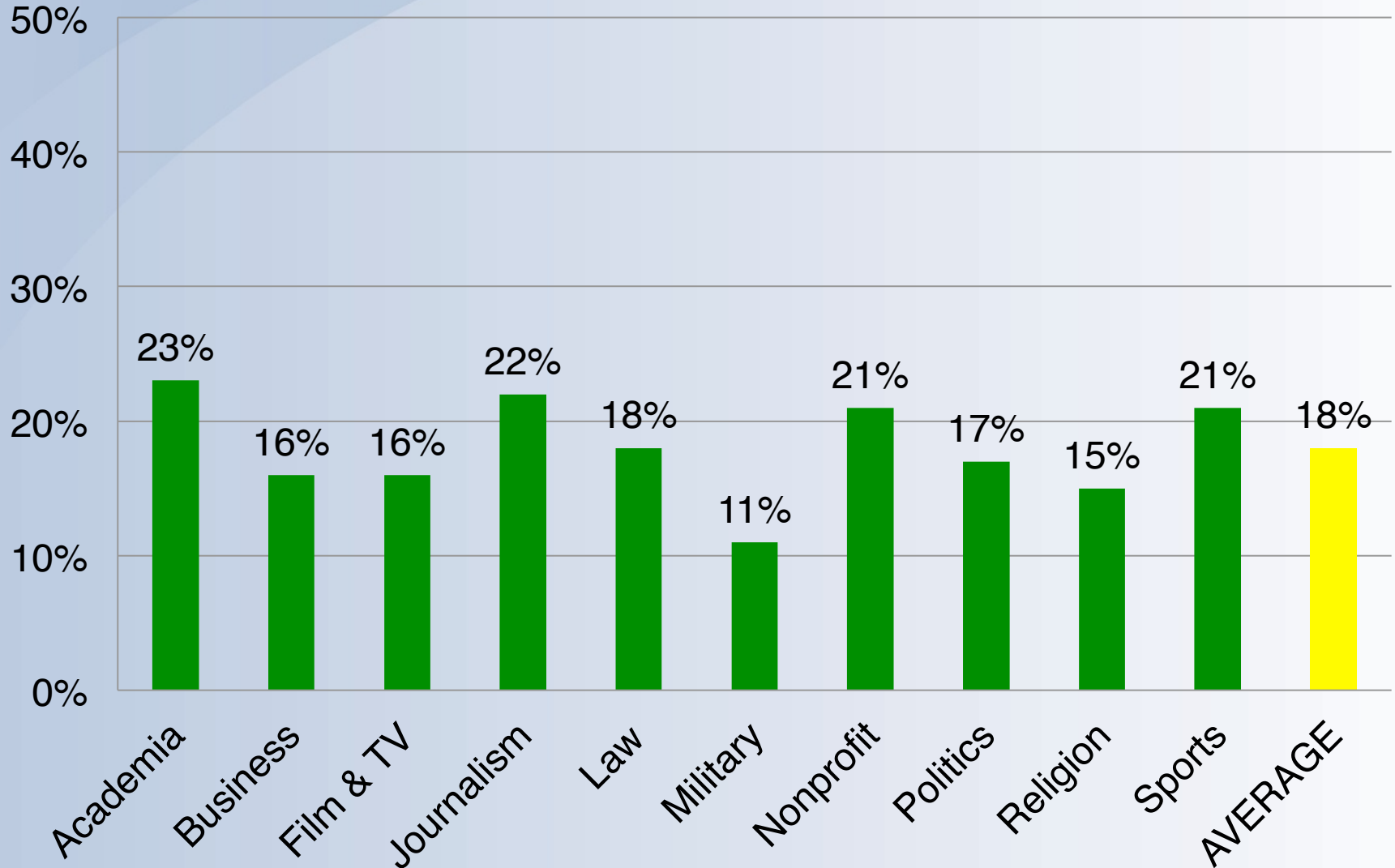
Goal Four

•Suggest recommended practices and models and recognize success in advancing women in higher education.

Moving the Needle: Advancing Women Leaders in Higher Education

Why is our collective effort needed?

Percent of Women in Leadership Positions by Sector - 2009

White House Project: Benchmarking Women's Leadership (2009)

White House Report Updated in 2013: Benchmarking Women's Leadership in US

- Women are 51% of all managerial and professional workers.

- Still less than 20% of top leaders across the sectors are women.

- **Women's earnings are still only 78% of men's.**

White House Project: Benchmarking Women's Leadership (2009)
Colorado Women's College, Denver, Co. (2013)

Benchmarking Women's Leadership in US:
In Academia

- Women represent only 29.1% of tenure track positions at doctoral institutions, but outperform men 56% to 44% in national research awards and grants.

- Since 1997, the percentage of women on governing boards has decreased from a high of 30 percent to **28** percent in 2010.

National Center for Education Statistics, (2014). American Council on Education. (2012). The American college president 2012, Washington, D.C.: American Council on Education. Association of Governing Board of Universities and Colleges. (2010). *Policies, practices, and composition of governing boards of independent colleges and universities.* Retrieved from http://agb.org/sites/agb.org/files/u3/2010IndependentBoardComposition Survey%20Summary.pdf. Association of Governing Board of Universities and Colleges. (2010). *Policies, practices, and composition of governing boards of public colleges, universities and systems.* Retrieved from http://agb.org/sites/agb.org/files/u3/2010PublicBoardCompositionSurveySummary.pdf

Moving the Needle: Advancing Women Leaders in Higher Education

- **How are we moving this initiative into the dominant discourse about advancing women leaders?**

- **How can you be a part of this effort?**

ACE Women's Network

A system of *volunteer state networks* began in 1977 with funding from the Carnegie Corporation.

- Goal: provide professional development and promote women to senior-level administrative positions.

- Now active in 47 of the 50 states conducting wide variety of programs and initiatives in response to the needs of women in their states.

- Each state network developed organizational structures that best fit the specific needs of its particular state.

- Most state networks conduct statewide or regional conferences providing professional development and networking opportunities for women at all levels in higher education administration.

- Collectively, the programming of the state networks reaches approximately 10,000 women per year.

All are asked to articulate the success of their work through the four Moving the Needle: Advancing Women in Higher Education goals.

What can each of us do?

- Seek advancement for yourself.

- Encourage more women to seek advancement.

- Encourage qualified women to aspire to the presidency.

- Nominate women for presidencies and higher positions.

- Talk to men about the need for and benefits of a more diversified leadership team.

- Seek participation on search committees.

- Speak up on search committees to insist on a full and fair search and interview process.

Reflections

– What are some of the critical challenges faced by candidates of color during the search process? How do we get search committees to look beyond their preconceived notions and biases regarding the type of candidate who will "fit?"

Reflections

– What are some of the critical cultural, structural, and institutional factors that are preventing greater numbers of women and racial/ethnic minorities from reaching top leadership positions in higher education?

– What are the key levers for change? What needs to change in order for more women and racial/ethnic minorities to reach the top?

Leadership Programs – Inclusive Excellence Group

- **National Women's Leadership Forums**
  - Established in 1977; twice a year in Washington, DC
  - Designed for women whose next logical move is to a presidency, vice presidency, or major deanship

- **Regional Women's Leadership Forums**
  - Established in 2003; two or three forums/year across the country
  - Designed for women in earlier stages of an administrative career

- **Spectrum Executive Leadership Program**
  - Established in 2013; designed for senior-level administrators of color who are interested in presidency

- **Spectrum Aspiring Leaders Program**
  - Established in 2014; two convenings a year across the country
  - Designed for individuals from underrepresented groups who aspire to advance into senior-level roles in higher education

- **ACE Women's Network**
  - System of volunteer state networks began in 1977 with funding from the Carnegie Corporation