
**Leadership in Higher Education:
A Perspective on
Community Colleges**

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W. K. Kellogg Foundation

- **12 Universities: UCLA, Berkeley, Stanford, Michigan, Michigan State, Florida, Florida State, Texas, Colorado, Washington, Columbia, Wayne State**
- **552 Kellogg Fellows**



The University of Texas-Austin

- **Established in 1942**
- **John Roueche: 1971—2012**
- **600 doctoral degrees**
- **One-third women/one-third students of color**
- **More than 200 became presidents**
- **170 became vice presidents—40 became university professors**



Outstanding Graduates

- **Presidents of AACCC: George Boggs & Walter Bumphus**
- **Presidents of League for Innovation: Mark Milliron & Gerardo de los Santos**
- **Executive Directors CCSSE: Kay McClenney & Evelyn Waiwaiole**
- **President Commission on Colleges, SACS: Belle Whelan**
- **President of Duke Power: Ruth Shaw**



League for Innovation—UT

1. **Expanding Leadership Diversity**
 - a. **1989—1999**
 - b. **202 Aspiring Leaders**
 - c. **29 have become presidents**

2. ***Leadership Abstracts***
 - a. **1988—Present**
 - b. **335 issues**



League for Innovation—UT

3. Executive Leadership Institute

a. 1988—Present

b. 865 Aspiring Presidents

c. 47% were women

d. 24% were minorities

e. Through 2015, 42% (363)
have become presidents



League for Innovation

4. Leaders for the 80s--NILD
 - a. 1981 to present
 - b. Over 6,000 aspiring women leaders
 - c. 50 women presidents in 1981—332 today or 34% of all community college pres.



AACC

- **Kellogg-Funded Leading Forward Initiative created Leadership Competencies**
- **Roueche Leader Institutes for Future Leaders and Advanced**
- **Between 2003 and 2010—650 leaders attended the week-long Future Leaders Institute**



National Challenges

- **Over 900 CEO transitions in last 6 years**
- **75% of presidents plan to retire in next 10 years**
- **75% of senior administrators plan to retire in next 10 years**
- **146 new presidents hired in one year: May 2012—April 2013**



California Challenges

- **137 chancellor/president positions**
- **22 open or interim positions in February 2016**
- **17 new chancellors/presidents as of January 2015**
- **Unions, Salaries, Tenure**



Kentucky Seeks CC President

The KCTCS seeks a charismatic, innovative, and visionary leader to serve as the President/CEO of Madisonville Community College. This leader will be responsible for achieving the student success, workforce readiness, and transformation goals needed for MCC.



National American University

- **Cohort Model of 25 Doctoral Students**
- **3-year program of community college-centric courses**
- **60 national community college leaders make up the faculty**
- **Campus-based program comes to the students**
- **John Roueche, President, Roueche Graduate Center heads the program**



Selected Issues for Comment

Beyond the Horizon: HLC's Strategic Plan

- Trustees
- Innovation
- Student Success



Definition of a Rogue Trustee

- **Place own interests first**
- **Violate written and unwritten codes**
- **Make inappropriate alliances**
- **Consume an inordinate amount of time**
- **Know how to get attention**
- **Manipulate others to their advantage**
- **Tend to poison the culture of the college**
- **Catalyze fear, paranoia, & subterfuge**
- **Cause enormous damage**

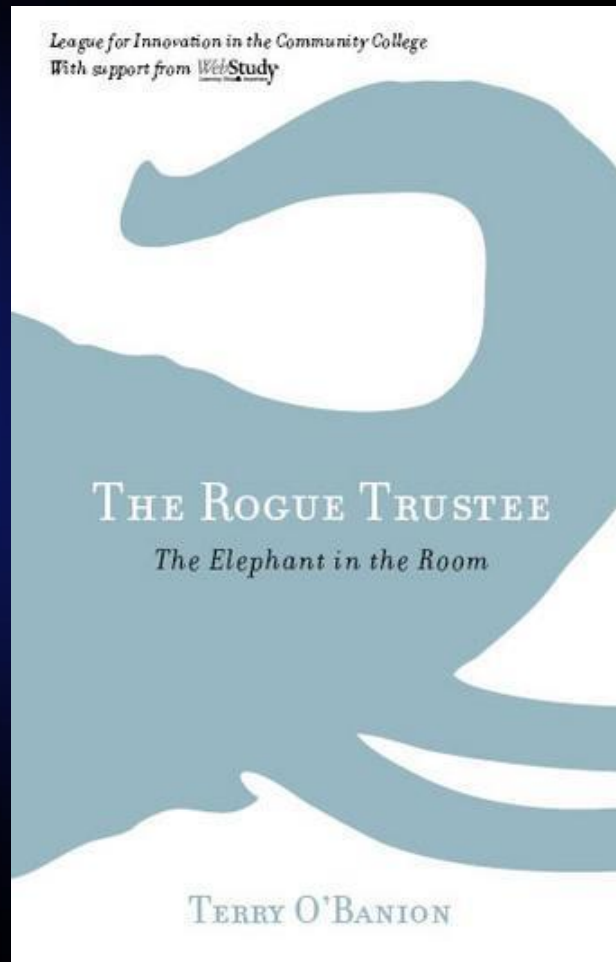


Damage from a Rogue Trustee

The behavior of a rogue trustee can be every bit as damaging to a college as a significant budget cut, the destruction of a building, or a shooting.



The Rogue Trustee



Order from www.league.org/store



Terry O'Banion

Ancora Imparo
“Still I Am Learning.”

Michelangelo

