

Membership Year 2004

September Survey

SUBJECT: *What Do CEOs Want to Know About. . . . Leadership Development*

The following League Alliance survey asked presidents to explore the importance of Leadership Development in their colleges/districts as well as opportunities offered to administration, faculty, and staff. The results of these CEO surveys are shown on the attached survey.

The response by college presidents in answer to our questions regarding leadership development needs, opportunities, activities, and incentives was very positive. Not only did we receive a 37 percent return on the surveys general questions, a number of colleges offered further examples under various questions.

These examples include the following:

Circumstances that Apply to Leadership Development: Massachusetts presidents have created their own CC Leadership Academy, while others listed private colleges, a leadership program provided by the community college, and community college leadership courses offered by their local university in a Higher Education Administration graduate program

Financial and Related Incentives for Those Seeking a Doctorate: Some colleges offer paid sabbatical, flexible scheduling, paid leave within a quarter system, and paid leave (part of day)

Institutional Support for Leadership Development: A few colleges listed a lack of funding as an impediment to providing institutional support for leadership development

Effective Leadership Development: Many colleges felt all the skills were important along with high morale, effective listening, and setting clear expectations



**What CEOs Want to Know About...
Leadership Development?**

A Survey of and for League Alliance CEOs

These survey results are composed of the responses submitted by your fellow CEOs as part of the *Alliance* quarterly CEO survey service. The response rate for this survey was 37% (n=209).

This survey is based on topics submitted by your fellow CEOs as part of the League Alliance CEO Survey service. All individual responses will be held in the strictest confidence.

1. Rate the current need for leadership development activities at your college/district.

Low 2% 3% 18% 42% 35% **High**

2. To what extent does the college/district provide opportunities for leadership development activities for employees?

Low 1% 17% 34% 36% 12% **High**

3. Rate the needs for the following kinds of leadership development activities for employees at your college/district.

	Low				High
a. National workshops/institutes	4%	16%	35%	34%	11%
b. Online Courses	6%	21%	31%	31%	11%
c. College-based training	3%	10%	23%	36%	28%
d. Mentoring Programs	2%	8%	21%	44%	25%
e. Individual Development Plans	5%	6%	17%	42%	30%
f. Doctoral Programs	7%	17%	27%	33%	16%
g. Seminars on site	5%	8%	21%	45%	21%
h. Internships	10%	21%	34%	26%	9%
i. Job Exchanges	17%	27%	26%	22%	8%

4. Indicate which of the following circumstances apply to leadership development at your college/district.

- 48% We have a university within commuting distance that provides a quality program in community college leadership.
- 26% A university in our state, not within commuting distance, provides a quality program in community college leadership, and it makes special arrangements for our employees to access courses at our site or nearby or by distance.
- 26% We do not have a university in our state that provides a quality program in community college leadership.
- 23% Most employees at our institution seeking a doctorate have entered distance learning programs at various universities.

5. What financial and related incentives exist at the college/district for those seeking the doctorate?

- 18% Full tuition reimbursement
- 50% Partial tuition reimbursement
- 54% Increased opportunity for promotion
- 33% Increased retirement benefits related to increases in salary
- 41% Unpaid leave with opportunity to return
- 41% Increased steps in salary scale
- 39% Paid Leave

6. To what extent do the following employee groups currently have the need for leadership development at your institution?

	Low			High	
a. Executive Staff	2%	13%	24%	39%	22%
b. Administrators	2%	2%	13%	52%	31%
c. Middle Managers	2%	2%	6%	43%	47%
d. Technical Staff	1%	6%	27%	46%	20%
e. Faculty	2%	4%	25%	44%	25%
f. Support Staff	3%	8%	34%	33%	22%

7. To what extent do the following employee groups currently have institutional support for leadership development?

	Low			High	
a. Executive Staff	3%	8%	13%	43%	33%
b. Administrators	2%	8%	15%	42%	33%
c. Middle Managers	2%	9%	23%	37%	29%
d. Technical Staff	3%	14%	27%	35%	21%
e. Faculty	2%	6%	23%	42%	27%
f. Support Staff	6%	17%	27%	32%	18%

8. Which of the following skills do you consider to be the most important for effective educational leadership?

62% Creative use of resources	45% Developing a common vision
66% Sustaining a focus on learning	52% Listening effectively
34% Keeping end goals in mind	33% Maintaining high morale
43% Ability to develop a common vision	71% Building partnerships
46% Setting clear directions	47% Political astuteness