



What Do CEOs Want to Know About . . . Succession Planning?

Quarterly Survey of 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 13 percent (n=89). You can access results of past Alliance CEO Surveys by clicking on the Publications tab in the League's iStream (www.league.org/istream).

1. Please indicate the percentage of retirements expected at your college in the next five years for each of the following employee groups:

	<i>less than 25%</i>	<i>25% to 49%</i>	<i>50% to 75%</i>	<i>more than 75%</i>	<i>No Response</i>
<i>Faculty</i>	44%	52%	3%	0%	1%
<i>Staff</i>	59%	39%	2%	0%	0%
<i>Administration</i>	52%	33%	13%	1%	1%

2. Is your institution engaged in succession planning efforts that are coordinated in a comprehensive, college wide program?

34% Yes
66% No

3. What strategies are you using to recruit and hire replacement faculty, staff, and administrators?

- 83%** National advertising in professional publications
- 94%** Local or regional advertising
- 36%** Booths at job fairs/conferences
- 35%** Strong relationships with graduate programs
- 71%** Recruitment from current employees
- 17%** Visiting scholar or leader programs
- 17%** Other
 - Expanded our development of our own efforts
 - Website, Partner w/Associations, Outreach programs, NewHireAudit, Exit Interview
 - Search consultants
 - Networking, list serve, involvement with professional trade organizations.
 - Faculty connections with business and industry
 - Internal development programs, coaching/mentoring program
 - Staff personal connections
 - Web listings, including our own campus website.
 - On Line strategies are most effective of all
 - Our own Leadership program
 - Professional contacts
 - In house Leadership development program
 - Internal promotion and reassignments

4. What strategies do you have in place to help ensure retention of new hires?

- 76%** *Competitive salary and benefits*
- 60%** *Extensive orientation to the college*
- 32%** *Relocation assistance*
- 67%** *Colleague mentor or buddy*
- 39%** *Introduction to community organizations and networks*

- 64% *Opportunities for significant professional development and career advancement*
- 24% *Adequate preparation of current employees for the impact a significant number of new hires can have on an institution or department*
- 5% *Other*
 - PerformanceReview,ManagementTransitionProgram,Speakers,BulletinBoard
 - Relocation assistance in some cases only.
 - Educ. fund opportunities, exec. coaches, prof. improve leaves/sabbatical
 - Educational fund opportunities
 - Campus-based Leadership Institute for past five years

5. What strategies for succession planning are in place at your institution?

- 33% Mentoring for all new employees
- 46% Mentoring for some new employees*
- 16% Job shadowing, internships, and/or special projects for all employee groups
- 18% Job shadowing, internships, and/or special projects for some employee groups*
- 40% In-house leadership training for all employee groups
- 45% In-house leadership training for some employee groups*
- 69% Support for participation in national programs such as the League's Executive Leadership Institute or the Chair Academy
- 71% Graduate school tuition reimbursement for current, full-time employees
- 76% Undergraduate tuition reimbursement for current, full-time employees
- 22% Tuition reimbursement for part-time employees
- 40% Workforce training programs offered by your college that are designed to contribute qualified applicants for positions at your college
- 6% Other
 - The in-house leadership program is being developed. Ready by 7/2008.
 - 3'M'Program-Monitor,Mentor,Model,Cross-functional&Hiring Committees
 - Do not have any specific succession planning program
 - System wide leadership training.
 - Cross training opportunities
 - Campus-based Leadership Institute plus state and local leadership programs
 - Leave of absence for faculty study at in-state University.
 - Free tuition for employees at the University of Florida
 - Tuition waivers at undergraduate and graduate levels
 - Tuition reimbursement for adjunct faculty.
 - tuition reimbursement is limited to one course per semester

6. *If you selected responses that mentoring; job shadowing, internships, and/or special projects; and/or in-house leadership training are available for some employee groups, please indicate which employee groups are typically omitted from participation at your institution.

- 51% faculty
- 49% classified staff
- 40% professional staff
- 40% mid-level management
- 31% executive leadership
- 51% part-time employees
- 2% Other
 - Regular part-time employees are permitted to take tuition free DTCC courses
 - They are allowed to self-select based on interest.
 - Casual and terms
 - Employees must apply for leadership training. All who apply are selected
 - We are developing and implementing a formal succession planning program

7. Is hiring for diversity a significant factor in filling existing or new positions at your college for

	Yes	No
Faculty?	80%	20%
Staff?	70%	30%
Administration?	77%	23%

8. Please indicate your college's effectiveness in recruiting diverse staff and administrators.

	<i>Ineffective</i>	<i>Slightly effective</i>	<i>Somewhat effective</i>	<i>Very effective</i>
<i>Staff</i>	7%	35%	42%	16%
<i>Administrators</i>	14%	28%	47%	11%

9. To what extent is your service area comprised of a diverse population?

- 13%** *Not at all*
- 30%** *To a minimal extent*
- 30%** *To a moderate extent*
- 27%** *To a great extent*

10. To what extent does your administration reflect the diversity of your service area?

- 7%** *Not at all*
- 39%** *To a minimal extent*
- 29%** *To a moderate extent*
- 25%** *To a great extent*

11. To what extent does your staff (as distinct from administrators and faculty) reflect the diversity of your service area?

- 3%** *Not at all*
- 34%** *To a minimal extent*
- 32%** *To a moderate extent*
- 31%** *To a great extent*

----- Thank you for taking the time to complete this survey -----
Survey #41: Succession Planning