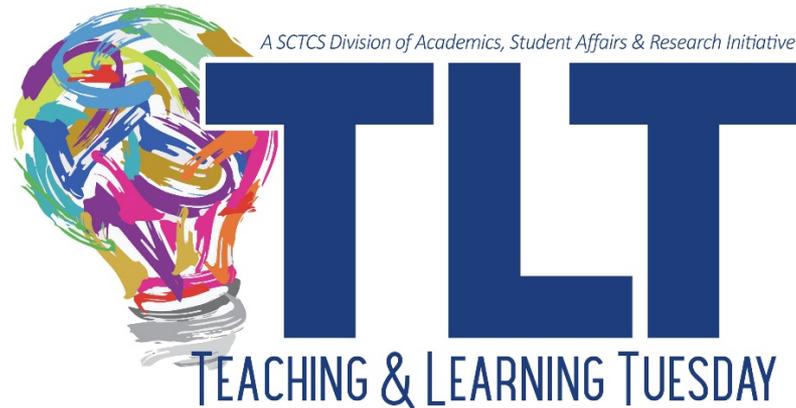


**WELCOME TO**



**LOOKING AHEAD:  
COMMUNITY COLLEGE LEADERSHIP FOR THE FUTURE**

May 18, 2021

2:30pm

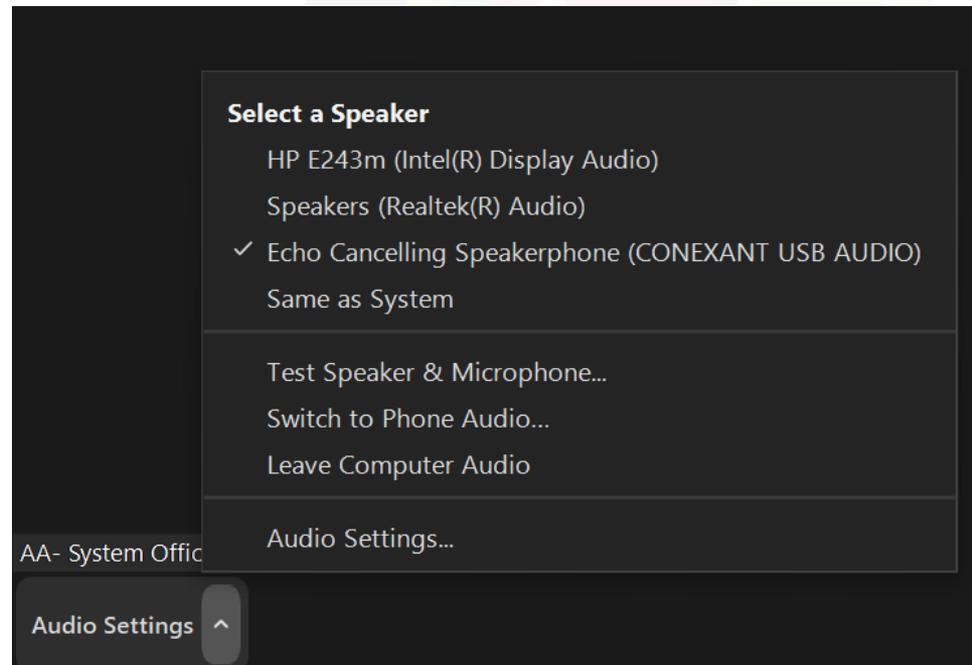
# ABOUT THE PRESENTER



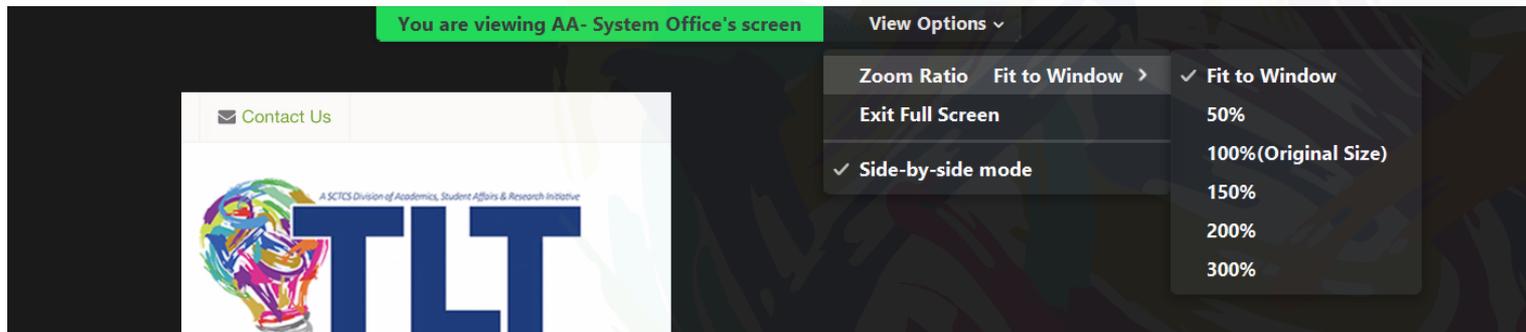
**Dr. Doug Smith**  
Iowa State  
University



# ZOOM WEBINAR

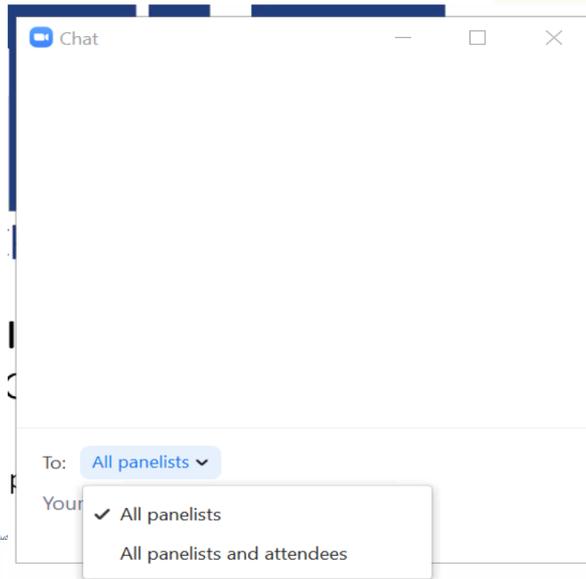


# ZOOM WEBINAR

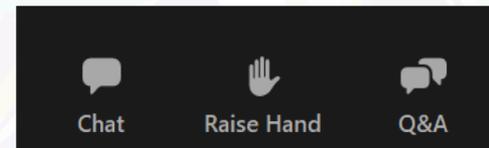


# ZOOM WEBINAR

## Chat



## Raise Hand and Q&A



# IOWA STATE UNIVERSITY

Division of Higher Education

## Looking Ahead: Community College Leadership for the Future

**Douglas A. Smith, Ph.D.**

Associate Professor of Community College Leadership

Head, Division of Higher Education

Coordinator, Community College Leadership Programs

# Policy Issues and Challenges Facing Community College Leaders

# Overview

- Economic and Political Contexts
- Demographic Shifts
- Undocumented Students
- Community College Baccalaureate
- College Affordability
- Free College
- Focus on Completion
- Workforce Development

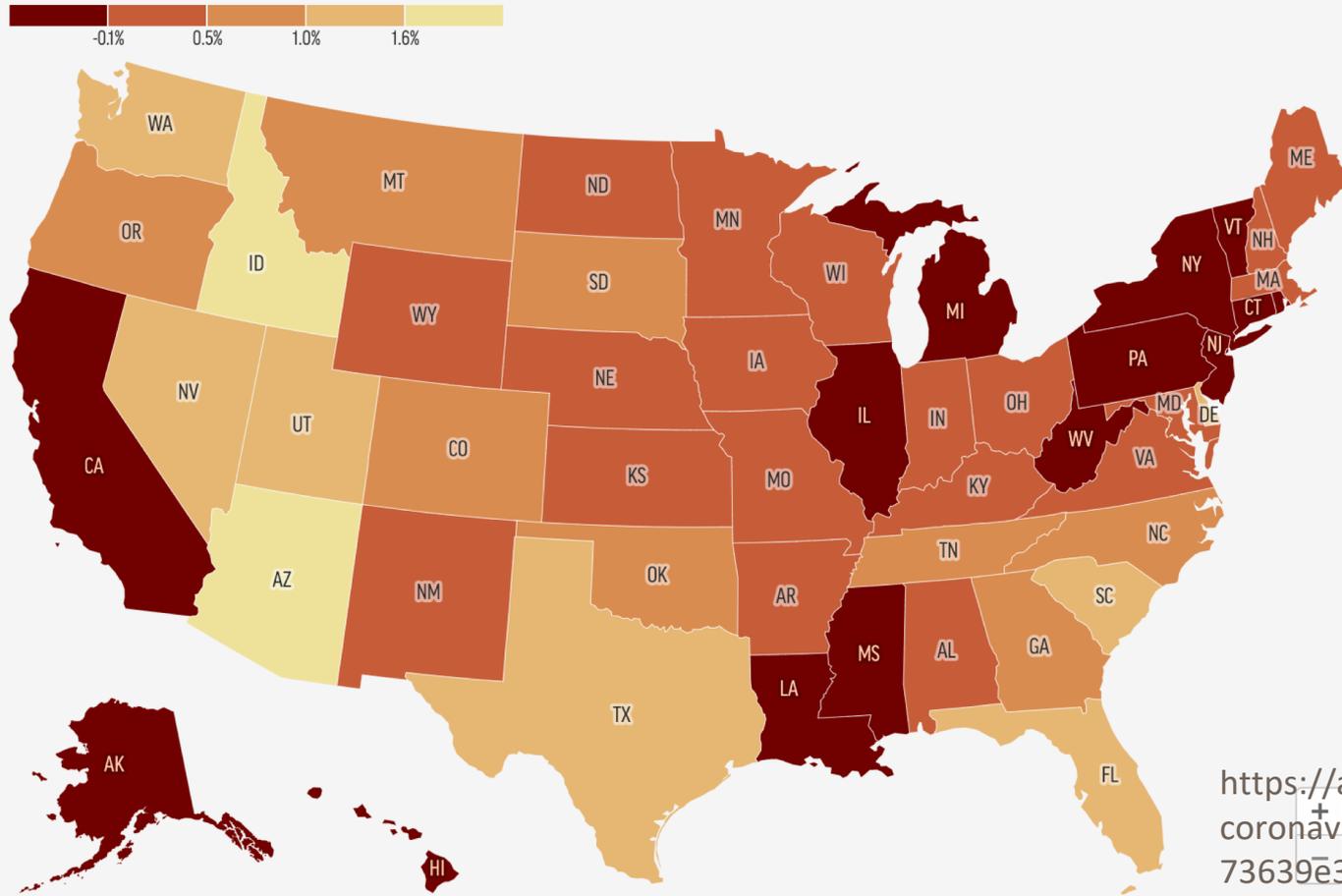
# Economic and Political Contexts

- Economic environment
  - Volatility
  - Training displaced workers
  - Competing demands between workforce and traditional liberal arts
- Income inequality worsening
  - Need for more adult basic education
- Political polarization

# Demographic Shifts

## Population growth stagnant in much of US

The Northeast and Midwest regions of the U.S. had tiny population declines from 2019 to 2020, while the South and West regions had slight increases with the exception of California.



<https://apnews.com/article/us-news-coronavirus-pandemic-census-2020-73639e39de7ed221a730545204034d89>

# Demographic Shifts

For the First Time in U.S. History Older Adults Are Projected to Outnumber Children by 2034

Projected percentage of population



Projected number (millions)



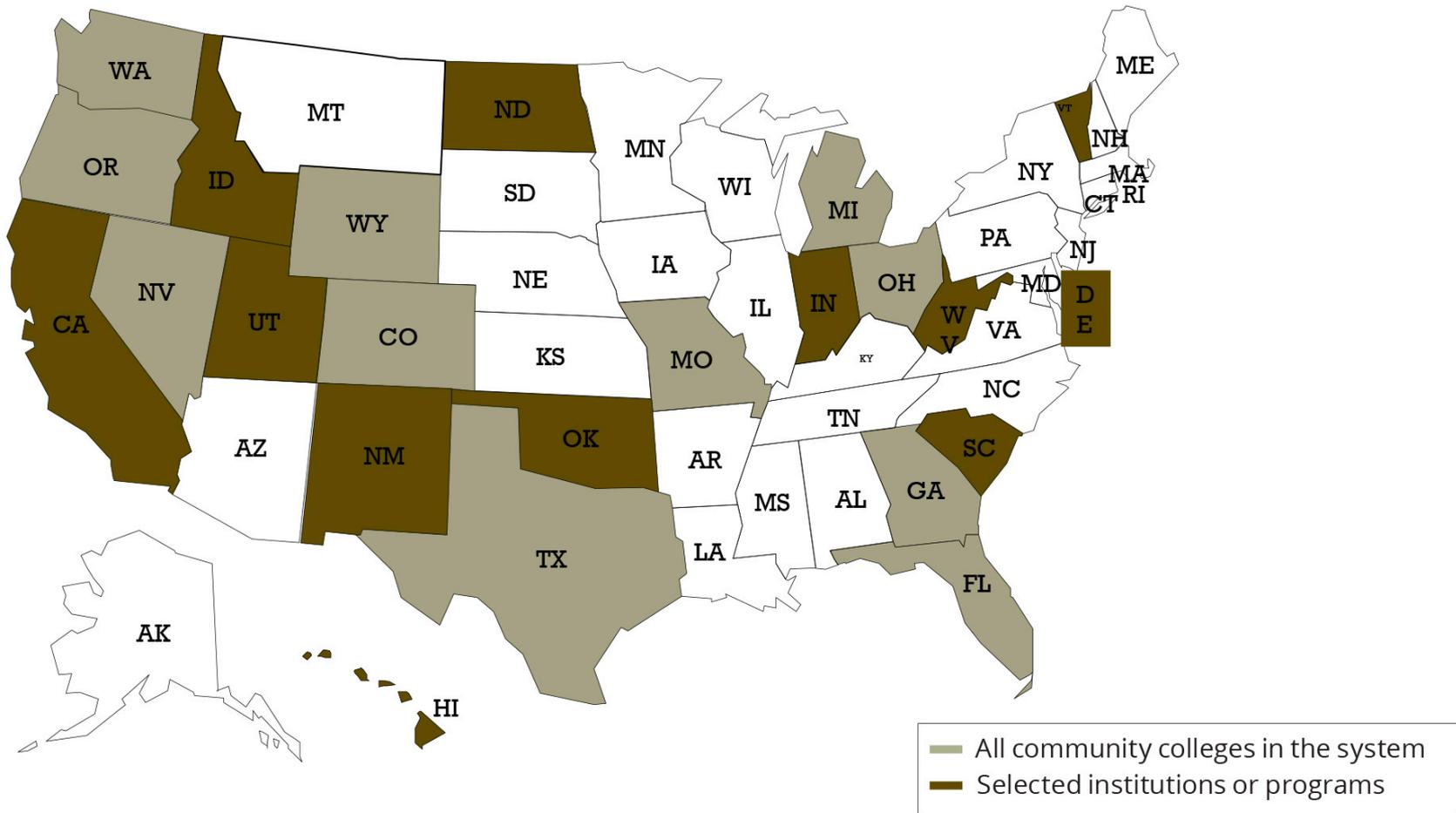
CHART FROM THE U.S. CENSUS BUREAU

By 2034, for the first time ever, there will be more Americans age 65-plus than under 18.

<https://www.census.gov/newsroom/press-releases/2018/cb18-41-population-projections.html>



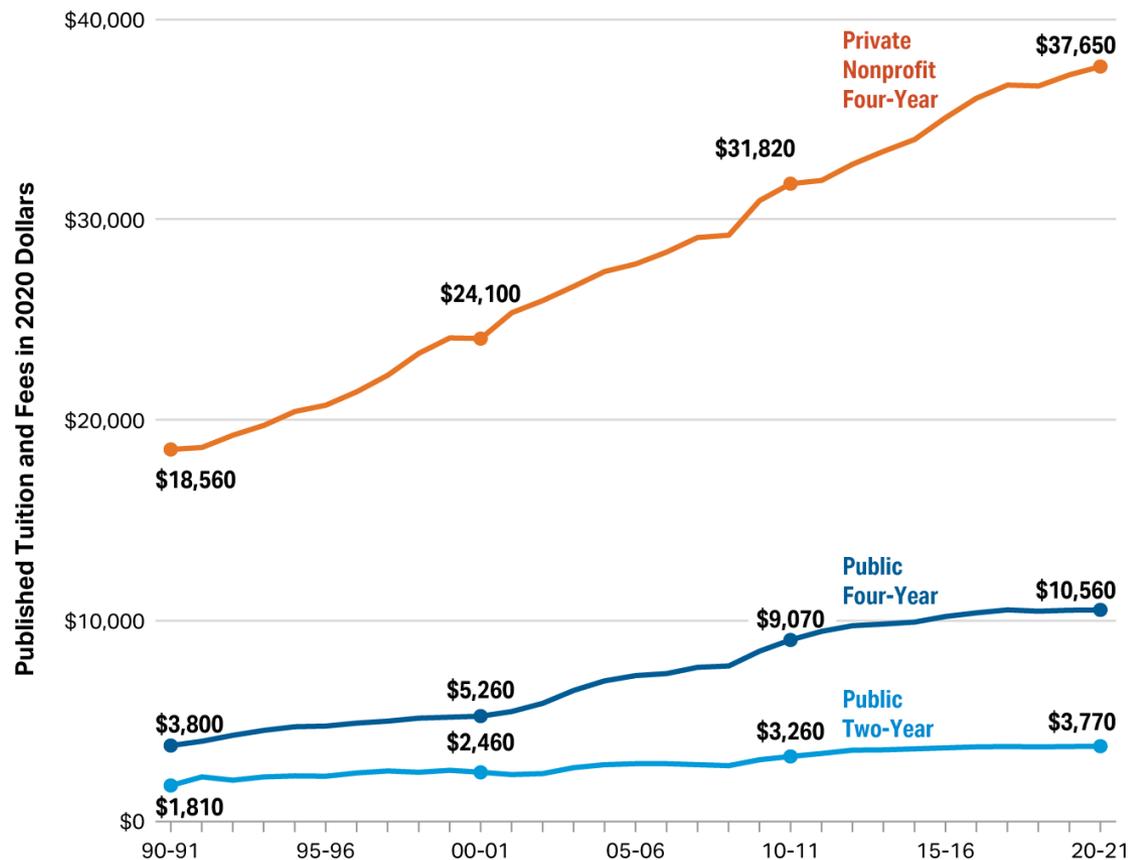
# Community College Baccalaureate



<https://www.accbd.org/programs-by-state/>

# College Affordability

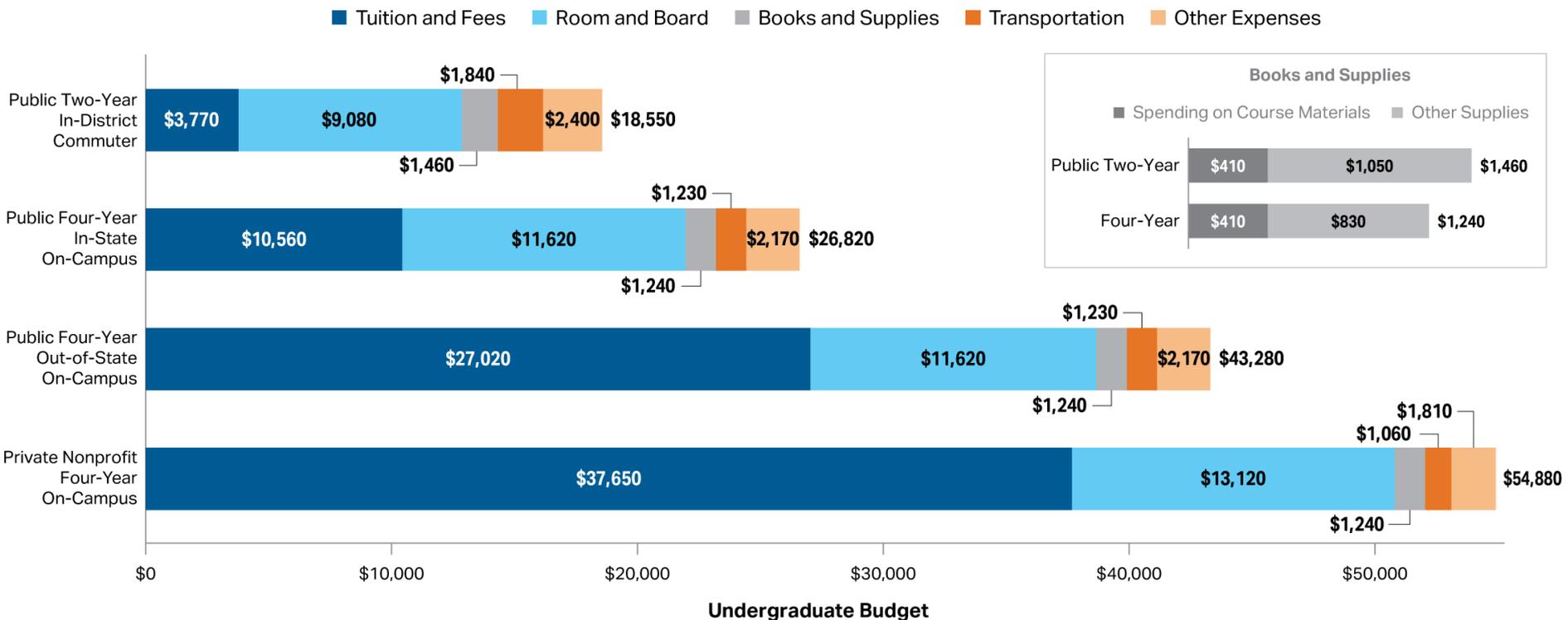
Average Published Tuition and Fees in 2020 Dollars by Sector, 1990-91 to 2020-21



Source: The College Board, Trends in College Pricing and Student Aid 2020, Figure CP-2.

# College Affordability

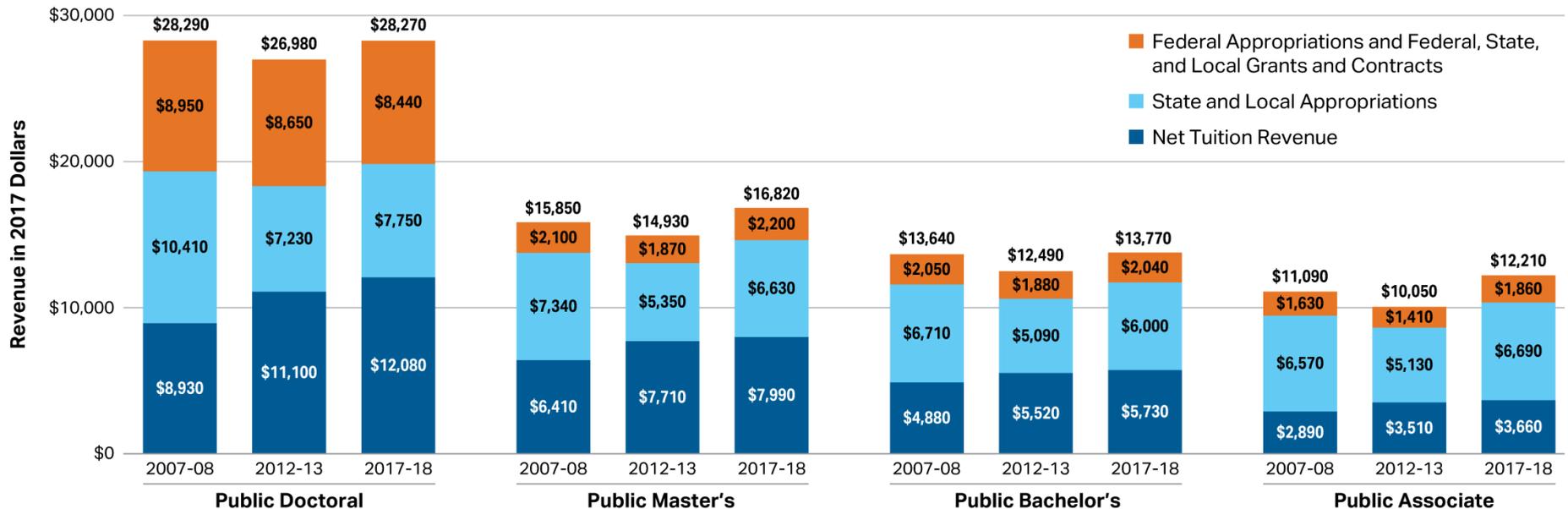
## Average Estimated Full-Time Undergraduate Budgets (Enrollment-Weighted) by Sector, 2020-21



Source: The College Board, Trends in College Pricing and Student Aid 2020, Figure CP-1.

# Funding Sources

Institutional Revenues per Full-Time Equivalent (FTE) Student in 2017 Dollars at Public Institutions, 2007-08, 2012-13, and 2017-18

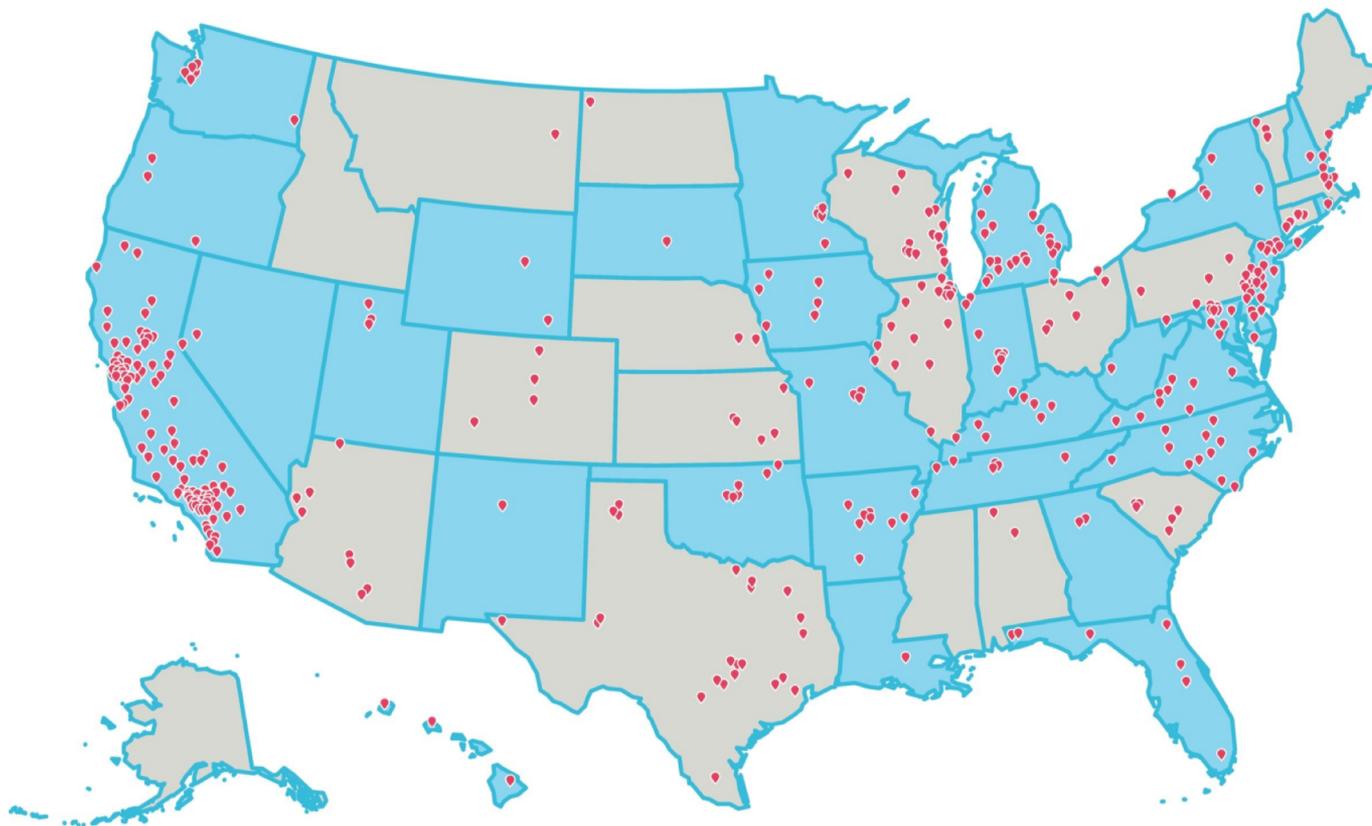


Source: The College Board, Trends in College Pricing and Student Aid 2020, Figure CP-13.





# Free College



WE  
STARTED  
WITH

**53**

WE  
NOW  
HAVE

**368**

INCLUDING

**31**

**STATEWIDE  
PROGRAMS\***

\*INCLUDING WASHINGTON, D.C.

<https://www.collegepromise.org/>

# A Focus on Completion

- Outcomes-based funding (performance based funding) discussions on the rise again
- Metrics shifting from inputs to outputs
- Growing focus on efficiency and effectiveness
- Understanding momentum points
- Meta-majors

# What Does this Mean for Community College Leaders?

# Studies of Next Generation Leadership Needs

- 8 South Carolina community college presidents (2017)
- 15 Iowa community college presidents (2021)
- Focus on understanding competencies and skills necessary for success



# Next Generation Leadership Needs

## Individual Attributes

- Institutional Fit
- Loyalty to the mission of the institution

## Environmental Influences

- Leading in a new fiscal reality
- Leading in an era of mobile technology and social media
- Leading an outcomes-focused college

# Next Generation Leadership Needs

- Key organizational position areas:
  - Senior academic leaders
  - CFO/finance
  - Diversity, equity, and Inclusion
  - Technology
  - Faculty
- Institutional talent needs:
  - Improved data analytic skills
  - Community engagement
  - Passion for community college work
  - Succession planning
  - Strengthening internal talent development pipelines
  - Motivation for advancement to senior levels

# Next Generation Leadership Needs

- Knowledge
  - Data literacy
  - Diversity, equity, and inclusion
  - External relationships
  - Functional areas and operations
  - Funding/Budgeting
  - Governance
  - Innovation
  - Institutional culture
  - Leadership roles/responsibilities
  - Legislative and policy process/relationships
  - Personal leadership skills
  - Planning/decision making
  - Workforce development
- Leadership Skills/Characteristics:
  - Accountability
  - Adaptability
  - Change agent
  - Collaboration
  - Communication/Listening
  - Composure
  - Continuous growth
  - Emotional intelligence
  - Impactful
  - Innovative
  - Integrity
  - Leadership
  - Perseverance
  - Strategic
  - Transparency
  - Work ethic

# Thank You!

Douglas A. Smith, Ph.D.  
Iowa State University  
smithda@iastate.edu

# LEADERSHIP DEVELOPMENT OPPORTUNITIES

Faculty Academy  
Leadership Academy  
SC Technical College System

Community College Leadership Alliance  
University of South Carolina



In addition to the suite of services and signature events, the SCTCS Division of Academics, Student Affairs & Research serves as an information resource and coordinating body on matters ranging from curriculum approvals, program evaluation, and student services.

## BOLD

**System-wide Transfer.** System-wide transfer agreements create access to four-year institutions for graduates from all 16 SC technical colleges. There are currently 18 agreements statewide. Learn about our partners, <https://www.sctechsystem.edu/students/transfer-programs.html>.

**Annual and Custom Research.** Topical research informs colleges of System-wide performance compared to regional and national trends. Annual technical reports now include custom analysis. A research agenda is also under development.

**Policy Development.** Policy and procedural reviews guide best practices when serving students. New policy development is also available. Examples include FERPA, Title IX, and web accessibility.

## SUSTAINABLE

**Peer Groups.** Peer groups allow faculty and staff from the same functional area to meet regularly and discuss relevant topics. Examples include Financial Aid, Student Life, Early Childhood Development, Library Directors, and Distance Education.

**Technical Assistance.** Technical assistance supports and assists colleges with specific issues. Annual technical assistance is available in specific areas, such as Perkins, Program Evaluation, and the Federal Methods of Administration audit.

**Leadership Development.** Two training programs are available to leaders at all colleges. Leadership Academy, a 12-month program, prepares Managers, Department Heads, or Deans to move into next-level leadership positions within the System. The Graduate Certificate in Higher Education Leadership, hosted by UofSC's Educational Leadership and Policies Department, spans 18 months and delivers six courses relevant to two-year colleges. Graduates in both programs gain valuable networking opportunities and pathways into further degree studies. Programs are held in alternate years, making completion of both accessible to System leaders.

**Motorcycle Rider Education.** The South Carolina Rider Education Program trains motorcycle riders at all levels from beginner to advanced. Eligible students receive their motorcycle endorsement from the S.C. Department of Motor Vehicles upon successful completion of the course.

**Accountability and Compliance.** Compliance presentations, desktop reviews, and site visits ensure adherence to various state and federal requirements. Presentations and training are available by request, in addition to routine reviews.

**Perkins.** The Strengthening Career and Technical Education for the 21st Century Act provides annual federal funding for career and technical education programs.

**Faculty and Staff Onboarding.** Orientations are available upon request on a variety of academics and student affairs topics, such as New Chief Academic Officer or Chief Student Services Officer Orientation, Curriculum Training, and New Perkins Administrator Orientation.

## INNOVATIVE

**Teaching and Learning Tuesdays (TLT).** TLTs are free monthly webinars where local, regional, and national speakers present on trending topics in the two-year college sector. View recorded sessions and sign-up to attend future webinars online, [www.sctechsystem.edu/tlt](http://www.sctechsystem.edu/tlt).

**Faculty and Staff Professional Development.** Free professional development institutes on emerging trends and topics in higher education are held annually for faculty and staff.



 Division of Academics, Student Affairs & Research  
**SC TECHNICAL COLLEGE SYSTEM**

To request services, please contact the Division at 803-896-5361 or [SystemOfficeAA@sctechsystem.edu](mailto:SystemOfficeAA@sctechsystem.edu).

# 2021 TLT SPRING SESSIONS

June      Federal Student Aid; US Department of Education

*Fall schedule will be released at a later date.*

**Want to showcase your expertise? Is there a teaching technique that has been effective in the classroom? Apply to be a TLT presenter! For more information and full schedule: [www.sctechsystem.edu/tlt](http://www.sctechsystem.edu/tlt)**



# GIVE US YOUR FEEDBACK

<https://www.surveymonkey.com/r/May2021TLT>

