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ASSOCIATION OF
COMMUNITY
COLLEGES

AACC
LEADERSHIP
SUITE

AACC
Competencies
F O R
Community
College Leaders

Contents:

AACC Competencies for Community College Leaders

THIRD EDITION

Two years ago, AACC President and CEO Walter Bumphus established the Commission on Leadership and Professional Development, comprised mainly of community college CEOs and vice presidents. The commission was charged with several tasks, including but not limited to making recommendations for the revision of the AACC Competencies for Community College Leaders. In addition to input from the commission, feedback was also solicited from members of the AACC Board of Directors, attendees of the 2018 Presidents Academy Summer Institute, and directors of doctoral programs in community college leadership, affiliated councils, and members of the AACC Faculty Advisory Council. This document reflects the collective feedback of all of these groups.

This third edition of the Competencies is markedly different than the previous two versions. Commissioners focused on developing a fully comprehensive document to guide the development of emerging leaders and to assist colleges with the selection of employees dedicated to the community college mission, vision, and values. There are 11 focus areas in the document. Focus areas are specific categories identified as having significance to the internal and external workings of the community college. Competencies are listed under each focus area along with illustrations as to what each competency means to jobs within each specific employment-level grouping.

The competencies were revised with the following considerations:

- **Student access and success is the North Star for community colleges.** Since 2011, community colleges have been on a mission to increase the completion rates of students earning certificates and associate degrees by 50% by 2020, while preserving access, enhancing quality, and eradicating attainment gaps associated with income, race, ethnicity, and gender. The third edition of the Competencies reflects the skills necessary to be a leader advancing a student success agenda or a member of a team actively engaged in implementing student success initiatives and activities.

- **Institutional transformation.** Like other institutions, the community college has evolved over time and it must continue to do so. Two-year colleges continue to have an evolving mission with fewer resources, which requires leaders to think beyond traditional ways of delivering programs and services. This is coupled with the changing demographics of the students who community colleges serve. In order to maintain relevance, 2-year colleges must redesign educational experiences

and operations to meet the needs of students in less traditional ways while still ensuring efficiency and effectiveness. This component was a critical factor in the revision as the goal is to prepare leaders capable of spearheading change at all levels within the institution.

- **Guidelines for career progression and/or to improve in current position.** Everyone in the community college can lead from their respective positions. The purpose of this revision is to provide useful information on the proficiency required to improve within one's current position, as well as to show a progression of how the competency is applied as one ascends into roles with more and broader responsibilities.

This document is comprehensive and it should be viewed as being aspirational. No one has entered into the job market having fully mastered every competency outlined in this publication. And while no one is born with an innate endowment of experience in every competency, at one time or another experience with or knowledge of each competency is needed. Community colleges are complex operations, and working within and leading them requires a complex set of skills. The AACC Competencies for Community College Leaders was revised to give individuals access to the abilities that institutions seek when hiring, as well as those things one must understand to keep the job over the long term.

It is extremely important for individuals currently in the community college sector or looking to enter the sector to determine their level of readiness to pursue new professional opportunities. The competencies are designed to serve as an assessment that individuals can use to determine their gaps in experience. Identifying these gaps early provides a chance to seek opportunities to further develop through campus grow-your-own leadership programs and engagement in the college's committee structure, state-level and national professional development opportunities. But more than that, it makes one aware of where he/she needs to improve.

The third edition of the Competencies also recognizes the difference between jobs within the community college. For example, all jobs deal with internal and external politics, management of fiscal and human resources, communications, and adherence to policies and procedures. But the extent of responsibilities in each of these areas is different for a CEO versus a vice president, and the scrutiny that one can fall under for failure to excel or achieve positive results in these areas is quite different. Depending on the severity of a deficiency, a CEO might be terminated, whereas a vice president may receive additional time to improve his/her performance. This document includes guidelines for faculty, mid- and senior-level positions, aspiring CEOs, new CEOs in their first 2 years on the job, and seasoned CEOs.

In addition to the turnover in positions across the community college due to retirements over the last few years, some CEOs have been dismissed from their jobs for avoidable mistakes. Others were let go because it was simply not the right "fit." And while the competencies cannot address these past issues, AACC hopes that this document can serve as a tool to assist individuals in evaluating future job opportunities by aligning job requirements to the competencies to give the reviewer a true sense of whether he/she is ready for the new opportunity and if he/she can succeed at it.

Executive coaching has continued to gain prominence across higher education. Coaching can be a personalized experience between mentee and coach designed to focus on exactly what the mentee wants to accomplish, whether that is to receive advice on potential job opportunities or how to shore-up skills in a particular area. AACC is a proponent of utilizing coaching, with caveats:

- The mentee should select his/her own coach rather than having a coach selected for him/her.

- The coach selected by the mentee should have the time to devote to a coaching relationship.

- The coach should have a reputable certification.

- The coach should have a proven track record of success in the profession. Coaches with no frame of reference for what a mentee does in his/her job or coaches who lack familiarity with the community college sector may not give the best or most sound advice.

Now to what you won't expressly see in the revised Competencies. Community colleges by mission strive to create an inclusive environment where all students regardless of the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status feel welcome and can achieve their educational goals. These institutions value the rich diversity that people from different backgrounds bring to the college and the community. While diversity and equity are not expressly outlined as a separate competency, AACC understands the importance of creating an environment that embraces diversity. Many colleges around the country have been paving the way in creating welcoming environments where employees reflect the student demographics being served. And, these institutions have transformed themselves to ensure that all students are treated equally and with respect.

Also, this document is not designed to be a reactive tool. It does not identify scenarios that can lead to employment trouble for the reviewer and it does not provide advice to address these types of issues. The document should be used in a proactive manner to assess strengths and areas for improvement so that the reviewer is able to develop a plan to remedy problem areas before they become pronounced to other members of the college community.

AACC supports individuals within the community college sector by providing exposure to the competencies at work in its leadership programs. Programs are offered once or twice a year based upon need. These programs all include safe spaces for cohorts to network and learn from each other as well as seasoned community college leaders. And some programs include career counseling components. These programs are listed below. For more information visit **www.aacc.nche.edu/leadershipsuite**.

- AACC John E. Roueche Future Leaders Institute: for leaders at the mid and senior level

- Future Presidents Institute: for leaders at the senior level aspiring to the presidency

- New CEO Academy: for CEOs in their first year of the job

- Presidents Academy Summer Institute: for new and seasoned CEOs

AACC also provides technical support to colleges in setting up or evaluating existing "grow your own" leadership development programs. This support consists of integrating the AACC Competencies for Community College Leaders into the program's curriculum.

AACC challenges emerging and seasoned leaders to use the Competencies for Community College Leaders as a professional assessment and tool for growth. Embrace it as a resource to help and improve skill deficits. Use the document in conversations with colleagues when discussing new potential job opportunities. Utilize it to track professional growth over time, and celebrate each time a competency is mastered.

Faculty

Organizational Culture:

An effective community college leader embraces the mission, vision, and values of the community college, and acknowledges the significance of the institution's past while charting a path for its future.

COMPETENCY	BEHAVIOR
Mission, vision, and values of the community college	Have passion for teaching and learning, and demonstrate a willingness to meet students where they are regardless of their level of readiness for college-level work.
Culture of the institution and the external community	Become familiar with the culture of the institution and the external community in an effort to design strategies to break down barriers that hinder students in their pursuit of higher education.

Governance, Institutional Policy, and Legislation:

An effective leader is knowledgeable about the institution's governance framework and the policies that guide its operation.

COMPETENCY	BEHAVIOR
Organizational structure of the community college	Be familiar with the organizational structure of the institution to effectively address student needs inside and outside of the classroom.
Governance structure	Understand the institution's governance structure to effectively advance curriculum improvements, address student support services, program review, and to promote other methods of delivering content.
College policies and procedures	Develop knowledge of the college's learning environment, especially its policies and procedures, in order to create new teaching methods that will improve student learning.
Board relations	Through the college's shared governance process, faculty should take opportunities when presented to engage with trustees as a way to educate them on the important work taking place in the classroom.

Student Success:

An effective leader supports student success across the institution, and embraces opportunities to improve access, retention, and success.

COMPETENCY	BEHAVIOR
Student success	Actively engage in the development of the institution's student success agenda. Be willing to try new instructional techniques in the classroom if it will help students persist. Serve as an early alert if a student experiences trouble.
Consistency between the college's operation and a student-focused agenda	Create a classroom environment that contains learning experiences that promote student success.
Data usage	Use data around achievement, retention, and persistence to drive your teaching pedagogy and strategies.
Program/performance review	Be willing to engage in open, honest program review that focuses on opportunities for program improvement. If a program is not meeting established results, be willing to suggest bold changes (backed by data) to improve the program.
Evaluation for improvement	Assess teaching strategies regularly to ensure that they are having the intended outcome for students and adjust as needed. Be willing to solicit feedback from colleagues on ways to improve.

Institutional Leadership:

An effective leader understands the importance of interpersonal relationships, personal philosophy, and management skills to creating a student-centered institution.

COMPETENCY	BEHAVIOR
Be an influencer	Be an advocate for innovative teaching practices. Be willing to work on behalf of the institution to get buy-in from colleagues on trying new approaches designed to improve student success.
Support team building	Be willing to serve on faculty and cross-functional committees as a way to build trust among and across units.
Performance management	Be knowledgeable about the process used to evaluate your performance so that you may actively engage in the review process.
Lead by example	Set a positive example for students and colleagues by modeling the highest of moral and ethical standards in and out of the classroom.
Problem-solving techniques	When approaching a problem, seek to learn what attributed to the problem, use all resources available to develop alternate solutions, choose and implement a solution and evaluate its effectiveness.
Conflict management	When conflict arises, be firm in your opinion, listen respectfully to others, do not bring other peers into the conflict, stay focused on the problem, come up with alternative solutions, and decide on the outcome.
Advocate for professional development across the institution	Be willing to seek and advocate for professional development opportunities that will assist you in improving student learning and outcomes. If you attend a meeting and learn important information, be willing to come back to your college and share it with other faculty, staff, and administrators.
Customer service	Find opportunities to create and foster an inclusive learning experience for all students. Include ways that students can connect with concepts through their own cultural experiences.
Transparency	Always be open, honest, and forthright. Do not harbor a hidden agenda. Be clear about your motivation.

Institutional Infrastructure:

An effective community college leader is fluent in the management of the foundational aspects of the institution, including the establishment of a strategic plan, financial and facilities management, accreditation, and technology master planning.

COMPETENCY	BEHAVIOR
Strategic and operational planning	Understand the importance of the faculty's role in the college's strategic and operational planning process. Be willing to participate in college planning meetings, and take opportunities to inform administrators of actions/initiatives they might want to consider in support of student success.
Budgeting	Be familiar with your college's budget cycle and with the process for making new requests for funding. Ensure that your request is comprehensive and that you focus on how the request will support student success.
Prioritization and allocation of resources	Have knowledge about the resources available to you. Prioritize your needs based upon your institution's student success goals.
Accreditation	Understand the principles of accreditation, specifically in relation to programs, degrees, and faculty qualifications.
Facilities master planning and management	Gain knowledge on how classroom space is assigned so that you can ensure your classroom is equipped with audio visual and other tools and resources needed to enhance student learning.
Technology master planning	Maintain knowledge about the latest technology available to support student success. Be familiar with the college's process for making technology requests, and ensure that your requests are supported by clear and measurable results.

Information and Analytics:

An effective community college leader understands how to use data in ways that give a holistic representation of the institution's performance, and is open to the fact that data might reveal unexpected or previously unknown trends or issues.

COMPETENCY	BEHAVIOR
Qualitative and quantitative data	Use quantitative and qualitative data to inform your teaching philosophy and in-class instruction, as there are a number of factors (i.e., socioeconomic, cultural) that may impact student learning.
Data analytics	Have knowledge of how data sets are used by your college to advance the student success agenda.

Advocacy and Mobilizing/ Motivating Others:

An effective community college leader understands and embraces the importance of championing community college ideals, understands how to mobilize stakeholders to take action on behalf of the college, and understands how to use all of the communications resources available to connect with the college community.

COMPETENCY	BEHAVIOR
Community college ideals	Be an enthusiastic advocate for the mission of the community college and share with people the role that the college can play in improving an individual's quality of life.
Stakeholder mobilization	Step up and be a leader among your peers. Be willing to work in mobilizing faculty members and students behind student success. This includes playing a more active role in recruitment, retention, and accountability efforts.
Media relations	If interviewed, be prepared with your elevator speech about the great opportunities that your college provides for the community it serves. Understand the importance of clear and concise sound bites in getting constituents to support your efforts.
Marketing and social media	Take opportunities to promote college successes, accomplishments, and new activities through media and other channels of communication.

Fundraising and Relationship Cultivation:

An effective community college leader cultivates relationships across sectors that support the institution and advance the community college agenda.

COMPETENCY	BEHAVIOR
Fundraising	Follow college policy for seeking grant funds. Do not pursue opportunities that do not directly align with the college's priorities. Engage all individuals who would have responsibility for grant implementation in the application process.
Alumni relationships	Be willing to serve as a conduit to connect former students with the appropriate person managing alumni relations for the institution. Be open to sharing suggestions with that individual on ways to engage students to support the college.
Media relationships	Be familiar with the college's policy and procedures for media engagement. Be willing to engage with media on behalf of the college if called upon to do so.
Legislative relations	Understand that many states prohibit lobbying the legislature by public-sector employees. Have knowledge of the college's strategies for providing information to state legislators. Be willing to engage with members of your delegation if asked by the college.
Public relations	Maintain awareness that as an employee of the institution you are always representing the college. Institutional representation is everyone's responsibility.
Workforce partnerships	Always keep your eyes open for potential opportunities to build workforce partnerships for the college. If you encounter a lead for a promising partnership, be willing to connect the potential partner to the college's workforce officer. Close the loop by making sure the college representative has contacted the potential partner.

Communications:

An effective community college leader demonstrates strong communication skills, leads and fully embraces the role of community college spokesperson.

COMPETENCY	BEHAVIOR
Presentation, speaking, and writing skills	Be cognizant of ways that you can make your instruction engaging for the classroom community. If you have written content for students to review, ask questions to make sure your instructions are clear.
Active listening	Practice active listening so that you may gain appreciation for, and understanding of, other positions. Do not enter every conversation with responses formulated before questions are asked.
Global and cultural competence	Seek opportunities to promote global and cultural competence within the classroom as a way to expose students to the value of differences.
Strategies for multi-generational engagement	Be willing to adapt your teaching strategies to reach students from different generations so that they may all connect to the course content.
Email etiquette	Be cognizant of email etiquette and rules governing communications in writing. In cases where tone and message can potentially be misinterpreted, ask a colleague for feedback before sending.
Fluency with social media and emerging technologies	Embrace using technology in the classroom that mimics the everyday experience of how students engage with the world. Keep abreast of emerging technologies that enhance student learning.
Consistency in messaging	Ensure that any messaging you develop and communicate focuses on student success. Ensure that you are consistent in your position.
Crisis communications	Be familiar with the college's crisis management and communications plans. Know protocols for faculty in responding to man-made events. Also, note how and when to report your status to the college following natural disasters.

Collaboration:

An effective community college leader develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of the college community, and sustain the community college mission.
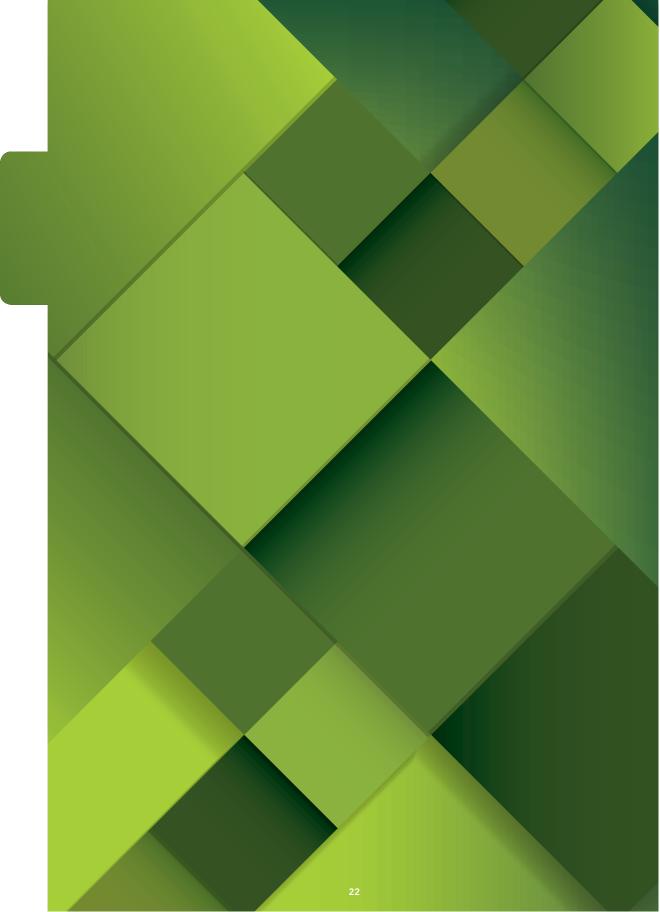
COMPETENCY	BEHAVIOR
Interconnectivity and interdependence	Understand and appreciate the interconnectivity and interdependence between faculty, staff, and administrators in advancing student success initiatives.
Work with supervisor	Establish a process for routine communications with your supervisor. Ensure that you are clear on your supervisor's expectations. Alert your supervisor promptly regarding any challenges you might have in or out of the classroom if it impacts your ability to do your job.
Institutional team building	Understand that you are a member of the college team. Be willing to engage with your peers and colleagues in supporting efforts to improve student success.
Collective bargaining *(for employees in collective bargaining states)*	Have familiarity with your state's collective bargaining process. Engage with the organization representing you to voice any concerns you may have.

Personal Traits and Abilities:

An effective leader possesses certain personal traits and adopts a focus on honing abilities that promote the community college agenda.

COMPETENCY	BEHAVIOR
Authenticity	Utilize instructional strategies that fit your leadership style and that resonate with your students as translated by outcomes.
Emotional intelligence	Be aware of your emotional state and its impact on student learning.
Courage	Have the courage to try new strategies that can improve student outcomes. Be willing to step outside of your comfort zone to test promising practices in the classroom.
Ethical standards	Approach your interactions with students, peers, and college leaders by promoting trust, good behavior, fairness, and/or kindness.
Self-management and environmental scanning	Understand the institution's culture, and manage yourself and your actions in relation to it.
Time management and planning	Understand the importance of prior planning with your course load as a way to manage your time effectively. Allocate ample time to plan, execute, and assess in-class and out-of-class activities.
Familial impact	Be mindful of the demands of the job, and how additional assignments might impact your availability, in particular to your family.
Forward-looking philosophy	Continuously look at trends and issues impacting community college instruction to proactively make needed changes to your teaching pedagogy.
Embrace change	Be willing to use research, data, and other resources to improve the student experience in the classroom.

Mid-Level Leaders

Organizational Culture:

An effective community college leader embraces the mission, vision, and values of the community college, and acknowledges the significance of the institution's past while charting a path for its future.

COMPETENCY	BEHAVIOR
Mission, vision, and values of the community college	Learn about the college's mission, vision, and values, how your role supports them, and whether a career in the sector is a fit for you.
Culture of the institution and the external community	Gain an understanding of the culture of the institution to effectively perform your duties within the cultural constructs/framework that exists.

Governance, Institutional Policy, and Legislation:

An effective leader is knowledgeable about the institution's governance framework and the policies that guide its operation.

COMPETENCY	BEHAVIOR
Organizational structure of the community college	Learn how the college is organized and the function that your unit plays in supporting the achievement of institutional goals.
Governance structure	Be familiar with the governance structure of the organization so that you can effectively "lead from the middle," meaning that you can provide leadership for those duties for which you are responsible from your seat within the institution.
College policies and procedures	Become familiar with college policies and procedures, specifically those that relate to your job responsibilities so that you can provide the best service.
Board relations	Understand the role of the mid-manager as implementing the vision and strategy outlined by the CEO, and take opportunities to engage in shared governance as a way of educating stakeholders on successes and opportunities for improvement in execution of policies.

Student Success:

An effective leader supports student success across the institution, and embraces opportunities to improve access, retention, and success.

COMPETENCY	BEHAVIOR
Student success	Be familiar with the institution's student success agenda, and have an understanding of how your job responsibilities support the agenda.
Consistency between the college's operation and a student-focused agenda	Review your responsibilities with your supervisor to ensure that the function(s) you are performing directly or indirectly contributes to the college's student success agenda.
Data usage	Understand ways to use data to allow for process improvement in support of students. Be willing to modify your processes if data show that they are not having the desired impact.
Program/performance review	Understand review processes for programs or performance to effectively lead efforts for improvement, where applicable.
Evaluation for improvement	Periodically conduct your own review of your job performance and the functions of your job to determine if you are doing your very best to support student success. If you are not, identify areas for improvement and find strategies that allow you to improve job performance or job functions.

Institutional Leadership:

An effective leader understands the importance of interpersonal relationships, personal philosophy, and management skills to creating a student-centered institution.

COMPETENCY	BEHAVIOR
Be an influencer	Embrace your role as a leader within the organization. As a mid-manager, you have influence which gives you the ability to lead change from the middle.
Support team building	Become a positive and active participant in team building activities designed for your unit. Be willing to be open, honest, and positive through the team building experience.
Performance management	Understand how your performance is evaluated. Take the initiative to learn about your supervisor's expectations and seek suggestions for performance improvement where appropriate.
Lead by example	Set a positive example for your peers and colleagues by modeling successful characteristics of leadership.
Problem-solving techniques	When approaching a problem, seek to learn what attributed to the problem, use all resources available to develop alternate solutions, choose and implement a solution and evaluate its effectiveness.
Conflict management	Have knowledge of the college's conflict resolution process. If you are unable to resolve the matter on your own, follow the college's procedures to get a resolution.
Advocate for professional development across the institution	Seek ways to improve your job performance through professional development, locally and nationally (if possible). Be an advocate for your own professional development with your supervisor, and be willing to invest your time in sharing what you learned with your colleagues.
Customer service	When appropriate, be willing to assist students in solving their problems by shepherding them through the college's process for getting a resolution.
Transparency	Always be open, honest, and forthright. Do not harbor a hidden agenda. Be clear about your motivation.

Institutional Infrastructure:

An effective community college leader is fluent in the management of the foundational aspects of the institution, including the establishment of a strategic plan, financial and facilities management, accreditation, and technology master planning.

COMPETENCY	BEHAVIOR
Strategic and operational planning	Fully participate in the planning process for your unit. Ask questions to understand the expectations that your supervisor has of you. Clearly map your goals to support the strategic plan/goals of your unit.
Budgeting	Start the fiscal year by understanding what funding is available to accomplish your goals. Review monthly budget reports to ensure that your expenditures are aligned with the funding that you have been allocated to support the programs/services for which you are responsible.
Prioritization and allocation of resources	Have knowledge about the resources available to you, human and financial. Prioritize your activities and how you tap into those resources based upon your institution's student success goals.
Accreditation	Understand your regional accreditor's standards, in particular as it relates to your functional area within the organization.
Facilities master planning and management	Be a good steward of your workspace. Have knowledge of the college's process for reporting issues that may arise within the facility to ensure that they are promptly addressed.
Technology master planning	Maintain awareness of the latest technology being used with favorable outcomes by peers performing similar job functions. Be an advocate for technology needed to enhance the student experience or service to students in general.

Information and Analytics:

An effective community college leader understands how to use data in ways that give a holistic representation of the institution's performance, and is open to the fact that data might reveal unexpected or previously unknown trends or issues.

COMPETENCY	BEHAVIOR
Qualitative and quantitative data	When possible, use quantitative and qualitative data to create a holistic picture of any situation where an important decision impacting students may be made.
Data analytics	Understand data analytics and how to interpret data to improve the student experience within your unit of the institution.

Advocacy and Mobilizing/ Motivating Others:

An effective community college leader understands and embraces the importance of championing community college ideals, understands how to mobilize stakeholders to take action on behalf of the college, and understands how to use all of the communications resources available to connect with the college community.

COMPETENCY	BEHAVIOR
Community college ideals	When opportunities present themselves, be an advocate and speak passionately about the mission of the community college. Within your area of job responsibility, be willing to share how your role helps potential and current students achieve success.
Stakeholder mobilization	Within the context of your job responsibilities, seek opportunities to mobilize specific individuals, internally or externally, who will support the college's efforts and likewise become advocates for the great work being done.
Media relations	Understand the college's procedures for engaging with the media. If you are called upon for a print or on-camera interview, understand that average consumers need clear, concise messaging. Work with your college's public relations staff to develop your talking points.
Marketing and social media	Take opportunities to promote college successes, accomplishments, and new activities.

Fundraising and Relationship Cultivation:

An effective community college leader cultivates relationships across sectors that support the institution and advance the community college agenda.

COMPETENCY	BEHAVIOR
Fundraising	Follow college policy for seeking grant funds. Do not pursue opportunities that do not directly align with the college's priorities. Engage all individuals who would have responsibility for grant implementation in the application process.
Alumni relationships	Be willing to serve as a conduit to connect former students with the appropriate person managing alumni relations for the institution. Be open to sharing suggestions with that individual on ways to engage students to support the college.
Media relationships	Be familiar with the college's policy and procedures for media engagement. Be willing to engage with media on behalf of the college if called upon to do so.
Legislative relations	Understand that many states prohibit lobbying the legislature by public-sector employees. Have knowledge of the college's strategies for providing information to state legislators. Be willing to engage with members of your delegation if asked by the college.
Public relations	Maintain awareness that as an employee of the institution you are always representing the college. Institutional representation is everyone's responsibility.
Workforce partnerships	Always keep your eyes open for potential opportunities to build workforce partnerships for the college. If you encounter a lead for a promising partnership, be willing to connect the potential partner to the college's workforce officer. Close the loop by making sure the college representative has contacted potential partner.

Communications:

An effective community college leader demonstrates strong communication skills, leads and fully embraces the role of community college spokesperson.

COMPETENCY	BEHAVIOR
Presentation, speaking, and writing skills	Take opportunities to practice, and if applicable, improve your presentation, speaking, and writing skills. Be willing to make public presentations, and ask for constructive feedback from a trusted source. Be willing to have others review your writing products and provide feedback. Speak up in meetings as a way to build confidence.
Active listening	Practice active listening so that you may gain appreciation for, and understanding of, other positions. Do not enter every conversation with responses formulated before questions are asked.
Global and cultural competence	Seek opportunities within your role at the college to gain knowledge about the cultures of the students that you serve so that you may focus on more customized ways to help them succeed.
Strategies for multi-generational engagement	Understand that every student does not receive information in the same way, and that generational differences can impact the way a student engages with the college. Be willing to adapt your administrative strategies to reach students from different generations so they can meet their goals.
Email etiquette	Be cognizant of email etiquette and rules governing communications in writing. In cases where tone and message can potentially be misinterpreted, ask a colleague for feedback before sending.
Fluency with social media and emerging technologies	Within the college's guidelines, if applicable, use social media channels to engage with consumers. Look for ways to use technology to improve your ability to do your job and the service to students.
Consistency in messaging	Ensure that your messaging is consistent with college policy and procedures. While communications can reflect empathy or other emotions, ensure that your messaging remains unwavering.
Crisis communications	Be familiar with the college's crisis management and communications plans. Know what your responsibilities are and how to respond to the crisis facing the college.

Collaboration:

An effective community college leader develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of the college community, and sustain the community college mission.
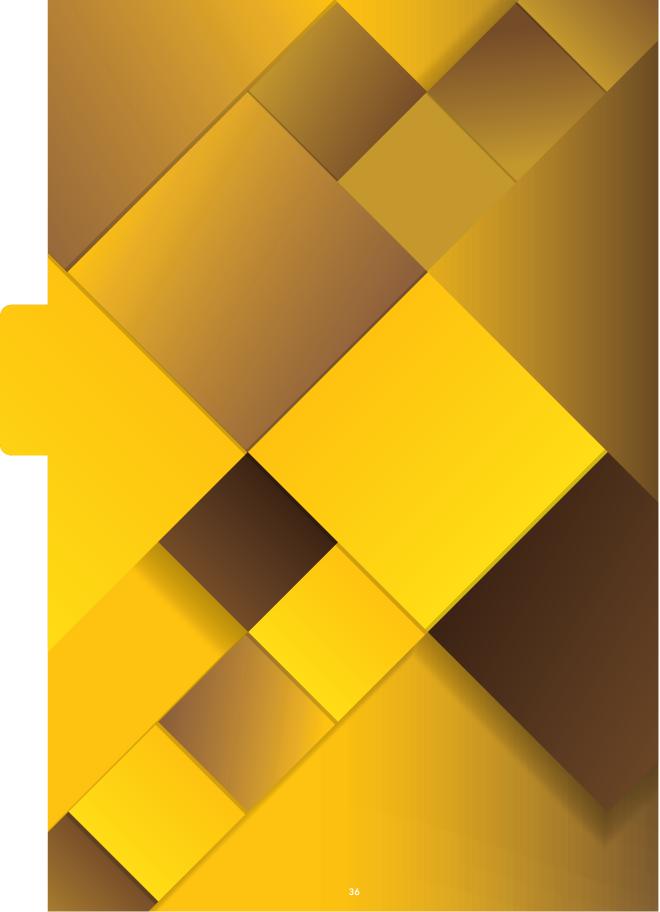
COMPETENCY	BEHAVIOR
Interconnectivity and interdependence	Understand and appreciate the interconnectivity and interdependence between faculty, staff, and administrators in advancing student success initiatives.
Work with supervisor	Establish a process for routine communications with your supervisor. Ensure that you are clear on your supervisor's expectations. Alert your supervisor promptly regarding any personal or professional challenges that may impact your job performance.
Institutional team building	Be a team player. Demonstrate a willingness to offer support wherever it is needed. Likewise, be willing to ask for assistance in support of your priorities.
Collective bargaining *(for employees in collective bargaining states)*	Have familiarity with your state's collective bargaining process. Engage with the organization representing you to voice any concerns you may have.

Personal Traits and Abilities:

An effective leader possesses certain personal traits and adopts a focus on honing abilities that promote the community college agenda.

COMPETENCY	BEHAVIOR
Authenticity	Be willing to learn about yourself as a leader. Embrace those characteristics that can assist you in performing functions to support student success. Be comfortable in asking for assistance in areas needing improvement.
Emotional intelligence	Be able to manage your own morale. Be self-motivated and passionate about the job that you do every day.
Courage	Have courage to try new strategies that can improve the services that you provide to constituents. Be willing to advocate for new approaches.
Ethical standards	Approach your interactions with students, peers, and college leaders by promoting trust, good behavior, fairness, and/or kindness.
Self-management and environmental scanning	Ensure that you manage yourself and your actions professionally. Learn how to accomplish goals within the college's cultural construct.
Time management and planning	Review your goals and "to do" activities and prioritize the activities based upon importance and deadlines. Allow yourself enough time to develop a high-quality product.
Familial impact	Have awareness about the responsibilities of your job and the time commitment required to carry them out. Understand the need to address personal responsibilities within this construct.
Forward-looking philosophy	Engage with colleagues and professional associations so that you are aware of the trends and issues impacting two-year colleges and what is anticipated for the future. This allows you to proactively implement strategies to address emerging trends that will impact your job responsibilities.
Embrace change	Be willing to change. Understand the institutional process for taking calculated risks to improve the student experience; be willing to take risks based on research and data.

Senior-Level Leaders

Organizational Culture:

An effective community college leader embraces the mission, vision, and values of the community college, and acknowledges the significance of the institution's past while charting a path for its future.

COMPETENCY	BEHAVIOR
Mission, vision, and values of the community college	Embrace the tenets of the community college and ensure that department and unit priorities are always aligned with the priorities and goals of the college.
Culture of the institution and the external community	Find ways within the department to honor past accomplishments and demonstrate how those accomplishments pave the way for the department's current and future goals.

Governance, Institutional Policy, and Legislation:

An effective leader is knowledgeable about the institution's governance framework and the policies that guide its operation.

COMPETENCY	BEHAVIOR
Organizational structure of the community college	Understand your leadership role within the college's organizational structure, and how to advocate within the structure to advance your department's goals in support of student success.
Governance structure	Have respect for, and adhere to, the governance structure of the college. Maintain transparency in working with the various committees and councils involved in your department's work. Always keep the CEO abreast of the status of your work in advancing initiatives with various stakeholders.
College policies and procedures	Have intimate knowledge of the institution's policies and procedures and their impact on students and internal stakeholders under your supervision. Be willing to advance recommendations for strengthening or modifying policies that pose undue hardship while maintaining compliance with federal guidelines (as appropriate).
Board relations	Be knowledgeable about the types of boards (elected versus appointed) and the challenges and opportunities that exist in working with each.

Student Success:

An effective leader supports student success across the institution, and embraces opportunities to improve access, retention, and success.

COMPETENCY	BEHAVIOR
Student success	Play an active role in leading the student success agenda for the institution and be willing to engage in continuous communication about the effectiveness of the services that you oversee. Consistently focus on ways to ensure that students enter the classroom in the best condition for learning.
Consistency between the college's operation and a student-focused agenda	Work with the CEO to ensure that the units under your responsibility are performing functions consistent with the student success agenda. Be willing to make recommendations to restructure operations if they are not aligned with promoting a focus on students.
Data usage	Develop expertise in using qualitative and quantitative data in assessing the effectiveness of your unit's operations. Ensure that your decisions are supported by data.
Program/performance review	Conduct periodic reviews of programs, services, and employees under your supervision. Set clear expectations and outcomes, and routinely determine progress. Document all actions and meetings for the record. If changes/modifications must be made, have sound justification.
Evaluation for improvement	Review evaluation results to improve performance. In areas where deficits may exist, determine what more can be done to potentially improve outcomes. Develop a plan for improvement with subordinates or supervisor with specific dates to assess progress.

Institutional Leadership:

An effective leader understands the importance of interpersonal relationships, personal philosophy, and management skills to creating a student-centered institution.

COMPETENCY	BEHAVIOR
Be an influencer	Understand your role as influencer with your subordinates. Take this role very seriously, and only champion those initiatives that will really make a difference in the lives of students.
Support team building	Engage in activities that build trust and transparency across the unit(s) that you supervise. Routinely engage in activities that allow team members to build strong relationships.
Performance management	Be familiar with the college's system for performance management. Establish expectations for your subordinates and engage in quarterly assessment to offer suggestions for improvement where appropriate. Model this process in dealing with your supervisor as well.
Lead by example	Lead by modeling the behavior that you would want to see in your subordinates. Do not ask individuals to perform functions that you are not willing to perform.
Problem-solving techniques	When approaching a problem, seek to learn what attributed to the problem, use all resources available to develop alternate solutions, choose and implement a solution and evaluate its effectiveness.
Conflict management	Be familiar with the day-to-day operations that you supervise. Step in to resolve conflict taking place in areas under your supervision if subordinates cannot resolve it. Use sound conflict management processes to get to the bottom of the situation, and use data and other information to come up with a fair outcome.
Advocate for professional development across the institution	Support professional development for your subordinates, especially to assist them with improving services to students. Seek opportunities to help peers and subordinates grow and develop leadership skills.
Customer service	Make customer service a priority for the areas that you supervise. Establish a culture of customer service excellence and lead employees by example.
Transparency	Always be open, honest, and forthright. Do not harbor a hidden agenda. Be clear about your motivation.

Institutional Infrastructure:

An effective community college leader is fluent in the management of the foundational aspects of the institution, including the establishment of a strategic plan, financial and facilities management, accreditation, and technology master planning.

COMPETENCY	BEHAVIOR
Strategic and operational planning	Be familiar with the college's strategic planning process. Ensure that the unit(s) under your supervision is/are represented in institutional planning, and that it/they have the resources needed to achieve its/their goals in support of the college's strategic plan.
Budgeting	Have in-depth knowledge about the institution's budgeting process to ensure that you are advancing resource requests through the proper channels within the college. Be highly engaged in budget hearings for campus leadership, and be a good steward of the resources that you are provided. Have strong budget management skills.
Prioritization and allocation of resources	Understand how to prioritize human, financial, and capital resources to advance the priorities of the institution. Possess the skills necessary to successfully navigate situations where resources are impacted by competing interests.
Accreditation	Understand the standards for your college's regional accreditor, and the criteria where your department's work applies. Periodically review operations, policies, and procedures to ensure that your department is in compliance with accreditor standards. Alert your CEO if you find weaknesses in your department's ability to carry out activities that could impact the college's compliance with accreditor standards.
Facilities master planning and management	Be familiar with the core components of the college's plans for facility master planning and management so that you can do your part to make sure the facilities are in the best shape possible to create a welcoming environment for students.
Technology master planning	Have knowledge of the ongoing technology needs of the unit(s) under your supervision. Be familiar with the college's process for technology master planning to ensure that your unit's needs are included, especially if they directly support student success.

Information and Analytics:

An effective community college leader understands how to use data in ways that give a holistic representation of the institution's performance, and is open to the fact that data might reveal unexpected or previously unknown trends or issues.

COMPETENCY	BEHAVIOR
Qualitative and quantitative data	Understand how to use quantitative and qualitative data for decision-making and to support process improvement.
Data analytics	Understand how to analyze data to improve efficiency within your unit, to support subordinates with resolving problems or identifying new solutions for a student need, and for discontinuing or modifying existing activities.

Advocacy and Mobilizing/ Motivating Others:

An effective community college leader understands and embraces the importance of championing community college ideals, understands how to mobilize stakeholders to take action on behalf of the college, and understands how to use all of the communications resources available to connect with the college community.

COMPETENCY	BEHAVIOR
Community college ideals	Understand that you are always representing your college. Be willing to speak up and advocate for the mission and goals of the community college in your community.
Stakeholder mobilization	Understand that to mobilize stakeholders to champion initiatives, you must establish trust and be seen as having mutual respect for colleagues. Be willing to lock arms with team members to advance initiatives that support student success.
Media relations	Understand the college's procedures for engaging with the media. If you are called upon for a print or on-camera interview, understand that average consumers need clear, concise messaging. Work with your college's public relations staff to develop your talking points.
Marketing and social media	Take opportunities to promote college successes, accomplishments, and new activities.

Fundraising and Relationship Cultivation:

An effective community college leader cultivates relationships across sectors that support the institution and advance the community college agenda.

COMPETENCY	BEHAVIOR
Fundraising	Follow college policy for seeking grant funds. Do not pursue opportunities that do not directly align with the college's priorities. Engage all individuals who would have responsibility for grant implementation in the application process.
Alumni relationships	Work with the college's alumni relations office to provide support, if appropriate, to advance the college's goals for engagement.
Media relationships	Be familiar with the college's policy and procedures for media engagement. Be willing to engage with media on behalf of the college if called upon to do so. Understand the importance of working with the college's public relations team to advance the college's messages.
Legislative relations	Understand your state's legislative process, including budgeting. Look for opportunities to observe the college's CEO engaging with legislative and congressional leaders. Take note of the importance of relationship building in advancing the college's agenda.
Public relations	Maintain awareness that as an employee of the institution you are always representing the college. Institutional representation is everyone's responsibility.
Workforce partnerships	Always keep your eyes open for potential opportunities to build workforce partnerships for the college. If you encounter a lead for a promising partnership, be willing to connect the potential partner to the college's workforce officer as well as to other members of the leadership team who would fulfill a critical role in implementing a successful partnership.

Communications:

An effective community college leader demonstrates strong communication skills, leads and fully embraces the role of community college spokesperson.

COMPETENCY	BEHAVIOR
Presentation, speaking, and writing skills	Practice your communication skills. Take opportunities to make presentations and speak on topics that you are passionate about. Be willing to engage with your subordinates to ensure that your communications to them are clear and easy to understand.
Active listening	Practice active listening so that you may gain appreciation for, and understanding of, other positions. Do not enter every conversation with responses formulated before questions are asked.
Global and cultural competence	Seek opportunities within your role at the college to gain knowledge about the cultures of the students that the institution serves so that you may focus on ways to support your subordinates in designing strategies that meet their needs.
Strategies for multi-generational engagement	Understand that every student does not receive information in the same way, and that generational differences can impact the way that a student engages with the college. Be willing to adapt your administrative strategies to reach students from different generations so they can meet their goals.
Email etiquette	Be cognizant of email etiquette and rules governing communications in writing. In cases where tone and message can potentially be misinterpreted, ask a colleague for feedback before sending.
Fluency with social media and emerging technologies	Engage with the latest technologies that impact student learning and institutional operations. Be willing to advocate for the use of technologies that will meet institutional needs.
Consistency in messaging	Be consistent in messaging within and outside of the college. Ensure that all messaging is consistent with the operations of the institution.
Crisis communications	Know your leadership responsibilities within the context of the college's crisis management and communications plans. Be available to provide your staff with updates on the event, and ensure that they are fulfilling their duties in response to the event.

Collaboration:

An effective community college leader develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of the college community, and sustain the community college mission.

COMPETENCY	BEHAVIOR
Interconnectivity and interdependence	Understand and appreciate the interconnectivity and interdependence between faculty, staff, and administrators in advancing student success initiatives.
Work with supervisor	Establish a process for routine communications with your supervisor. Ensure that you are clear on your supervisor's expectations. Alert your supervisor promptly regarding any personal or professional challenges that may impact your job performance.
Institutional team building	Promote a team-focused culture within your department. Value each member's contributions to the overall goals of the department. Seek to learn about areas where your team members can improve and offer them professional development opportunities to strengthen their performance.
Collective bargaining *(for employees in collective bargaining states)*	Have familiarity with your state's collective bargaining process. Engage with the organization representing you to voice any concerns you may have.

Personal Traits and Abilities:

An effective leader possesses certain personal traits and adopts a focus on honing abilities that promote the community college agenda.

COMPETENCY	BEHAVIOR
Authenticity	Know who you are as a leader, including opportunities where you can improve. Be willing to surround yourself with talented people who help you become stronger in areas that are a challenge for you.
Emotional intelligence	Never allow your emotions to overshadow the issue at hand. Maintain a clear, objective position in dealing with issues. Consult college policies and ensure that your decision is aligned.
Courage	Be willing to advocate for the right course of action, even when your colleagues are not willing to stand up for it. The sign of a true leader is not just doing the popular thing, but having the courage to speak up for the right thing even when it is difficult.
Ethical standards	Approach your interactions with students, peers, and college leaders by promoting trust, good behavior, fairness, and/or kindness.
Self-management and environmental scanning	Manage yourself with professionalism. Ensure that you are knowledgeable about the institution's culture and operations, and conduct yourself in accordance to accomplish goals.
Time management and planning	Prioritize your assignments and responsibilities based upon most pressing needs, deadlines, and items of most importance. Work with your subordinates to provide them with the support necessary to complete critical assignments in a timely manner.
Familial impact	Understand the time requirements of your job and the duties that you are assigned, and how that might impact external responsibilities so that you may plan accordingly.
Forward-looking philosophy	While focusing on the current state of the organization, always survey the landscape for trends and issues that may impact the institution in the future. Be willing to use data and other resources to develop conceptual plans to address trends and issues on the horizon.
Embrace change	Have a willingness to make changes if they lead to improving programs and services for students.

Aspiring CEOs

Organizational Culture:

An effective community college leader embraces the mission, vision, and values of the community college, and acknowledges the significance of the institution's past while charting a path for its future.

COMPETENCY	BEHAVIOR
Mission, vision, and values of the community college	Demonstrate tangible outcomes from your past and current performance that show you embrace the community college mission, vision, and values.
Culture of the institution and the external community	Gather research on institutions with positions that you are interested in pursuing, and speak with colleagues to get a sense of the institutional culture. Understanding the culture of the institution will greatly assist you in determining your "fit" with it.

Governance, Institutional Policy, and Legislation:

An effective leader is knowledgeable about the institution's governance framework and the policies that guide its operation.

COMPETENCY	BEHAVIOR
Organizational structure of the community college	Be familiar with all of the core functions that must be addressed through the institution's organizational structure and the positions responsible for those functions.
Governance structure	Understand the role that the governance structure of the college plays in effective leadership. Be familiar with the dynamics of appointed versus elected boards and shared governance, including committees and councils.
College policies and procedures	Understand standard policies that govern the college's operations in the academic and student affairs areas—in particular, those that have direct impact on students, so that you can articulate your direct experience with them.
Board relations	Be familiar with members of your prospective board of trustees, including what they are passionate about and how you can best articulate your vision for their institution in ways that resonate with them.

Student Success:

An effective leader supports student success across the institution, and embraces opportunities to improve access, retention, and success.

COMPETENCY	BEHAVIOR
Student success	Be knowledgeable about effective student success strategies, how to build faculty and administrative support for their implementation, and how to scale successful practices across an institution.
Consistency between the college's operation and a student-focused agenda	Understand how to evaluate the college's operations using a student-focused agenda. Be willing and able to provide examples of ways to streamline operations in order to promote a more student-focused environment.
Data usage	Understand and demonstrate how to use data to advance a student success agenda.
Program/performance review	Be familiar with the basic components of program and performance review. Have the ability to demonstrate how these reviews are implemented on your campus and be able to articulate any improvements that resulted from the reviews.
Evaluation for improvement	Understand your strengths and weaknesses and continually evaluate your performance in those areas where you need to improve. Seek opportunities to sharpen your skills.

Institutional Leadership:

An effective leader understands the importance of interpersonal relationships, personal philosophy, and management skills to creating a student-centered institution.

COMPETENCY	BEHAVIOR
Be an influencer	Understand the role of the CEO as a leader who has the ability to influence others, particularly in the external community. Also learn to appreciate the value of the internal team and work across silos to form partnerships.
Support team building	Demonstrate ways in which you have engaged in effective team building activities with peers and subordinates. Articulate how these experiences have assisted you in developing as a leader.
Performance management	Have firsthand knowledge of and experience with performance management for staff. A leader seeking a CEO position should have experience with supervising and evaluating staff.
Lead by example	Demonstrate ways in which you have led your team by setting the example.
Problem-solving techniques	When approaching a problem, seek to learn what attributed to the problem, use all resources available to develop alternate solutions, choose and implement a solution and evaluate its effectiveness.
Conflict management	Have the ability to cite instances where you used a sound process to manage conflicts. Be able to articulate the steps in successful conflict management and have the ability to address the situation when a conflict has come to a resolution and not all parties are happy with or respectful of the final decision.
Advocate for professional development across the institution	Find opportunities to engage in professional development with more focus on improving college operations. Many colleges do not support professional development for employees looking to leave the institution. Be willing to invest in your own professional development.
Customer service	Have a customer service focus. Be able to demonstrate how you make customer service a priority in the work that you do at the college.
Transparency	Always be open, honest, and forthright. Do not harbor a hidden agenda. Be clear about your motivation.

Institutional Infrastructure:

An effective community college leader is fluent in the management of the foundational aspects of the institution, including the establishment of a strategic plan, financial and facilities management, accreditation, and technology master planning.

COMPETENCY	BEHAVIOR
Strategic and operational planning	Have a strong understanding of the college's strategic planning process, in particular how it relates to accreditation. Be able to provide examples demonstrating your engagement in the college's planning process, and how your team implemented goals to support student success.
Budgeting	Understand the college's budgeting process. Be able to demonstrate that you have effective budget management skills. Also, have the ability to demonstrate how to address unforeseen budget challenges that may arise in a fiscal year.
Prioritization and allocation of resources	Understand how to prioritize human, financial, and capital resources to advance the priorities of the institution. Possess the skills necessary to successfully navigate situations where resources are impacted by competing interests.
Accreditation	Ability to clearly demonstrate understanding of regional accrediting standards, and have some familiarity with the requirements of the accreditor for the institution where you are applying for a presidency. Should be able to provide illustrations that show your active engagement in initial accreditation or a reaffirmation process.
Facilities master planning and management	Understand the core components of facilities master planning so that as a potential new president you understand the complexities of capital outlay/construction of new facilities, deferred maintenance, etc.
Technology master planning	Have an understanding of the steps involved in technology master planning for a college, including how technology will be integrated immediately and over time to enhance teaching and learning.

Information and Analytics:

An effective community college leader understands how to use data in ways that give a holistic representation of the institution's performance, and is open to the fact that data might reveal unexpected or previously unknown trends or issues.

COMPETENCY	BEHAVIOR
Qualitative and quantitative data	Have firsthand experience with using multiple types of data sources to inform decision-making. Have the ability to provide examples of the types of data used, the ways that the data were used to make an informed decision, and outcomes as a result of the decision.
Data analytics	Understand how to use data to discover valuable information about the institution's performance and to support decision-making. Be able to demonstrate how you have used data to support a decision to improve student success.

Advocacy and Mobilizing/ Motivating Others:

An effective community college leader understands and embraces the importance of championing community college ideals, understands how to mobilize stakeholders to take action on behalf of the college, and understands how to use all of the communications resources available to connect with the college community.

COMPETENCY	BEHAVIOR
Community college ideals	Have the ability to clearly and concisely articulate the mission of the community college and take the opportunity to demonstrate your passion for two-year colleges.
Stakeholder mobilization	Demonstrate ways that you have mobilized internal and/or external stakeholders to support the mission and goals of the community college.
Media relations	Understand the parameters of engaging with the media, and that each institution may have different protocols. Always have a key elevator speech and talking points that illustrate the college's priorities.
Marketing and social media	Demonstrate ways that you have used marketing and social media tools to advance the college's agenda. Recognize that employers look at the social media activity of potential candidates, so be thoughtful about the kinds of posts you publish and positions on issues that you take or have taken in the past.

Fundraising and Relationship Cultivation:

An effective community college leader cultivates relationships across sectors that support the institution and advance the community college agenda.

COMPETENCY	BEHAVIOR
Fundraising	Have familiarity with effective fundraising strategies. Be able to provide examples of strategies that your team has employed to support the college's fundraising efforts.
Alumni relationships	Be familiar with successful strategies for engaging alumni in support of the college.
Media relationships	Have an understanding of the key components of effective media relations and the rules of engagement with members of the media. Be knowledgeable about how to handle difficult situations being covered by the media, and work to hone your skills in this area.
Legislative relations	Understand your state's legislative process, including budgeting. Demonstrate ways in which you have played a role advancing the college's priorities through legislation and policy changes.
Public relations	Maintain awareness that as an employee of the institution you are always representing the college. Institutional representation is everyone's responsibility.
Workforce partnerships	Be able to demonstrate how you developed partnerships that enhanced the workforce opportunities for your region. Give specifics around the type of partnership, the goals of the partnership, and the outcomes.

Communications:

An effective community college leader demonstrates strong communication skills, leads and fully embraces the role of community college spokesperson.

COMPETENCY	BEHAVIOR
Presentation, speaking, and writing skills	Practice your communication skills. Provide examples of presentations that you have given with favorable feedback. Speak to writing skills and your comfort level with verbal and written communication.
Active listening	Understand the importance of active listening. Be able to share experiences that you have had in using active listening techniques in a situation, and share what you learned as a result.
Global and cultural competence	Understand and embrace the value of different cultures and the need to expose students to aspects of the global community that may be different than their own. Demonstrate opportunities where you have put this philosophy into action.
Strategies for multi-generational engagement	Be knowledgeable about generational differences and how they can impact the way that an individual engages with the college. Speak to your observations of how colleges have adapted their strategies to reach individuals from different generations.
Email etiquette	Be cognizant of email etiquette and rules governing communications in writing. In cases where tone and message can potentially be misinterpreted, ask a colleague for feedback before sending.
Fluency with social media and emerging technologies	Keep abreast of emerging technologies that can support the community college mission.
Consistency in messaging	Develop your messaging in support of community colleges. If you tout this philosophy throughout the search process, understand that you must continue this messaging into the presidency.
Crisis communications	Be familiar with key components of crisis management and communications. Be able to reference specific examples of your college dealing with a crisis and the response to that crisis.

Collaboration:

An effective community college leader develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of the college community, and sustain the community college mission.

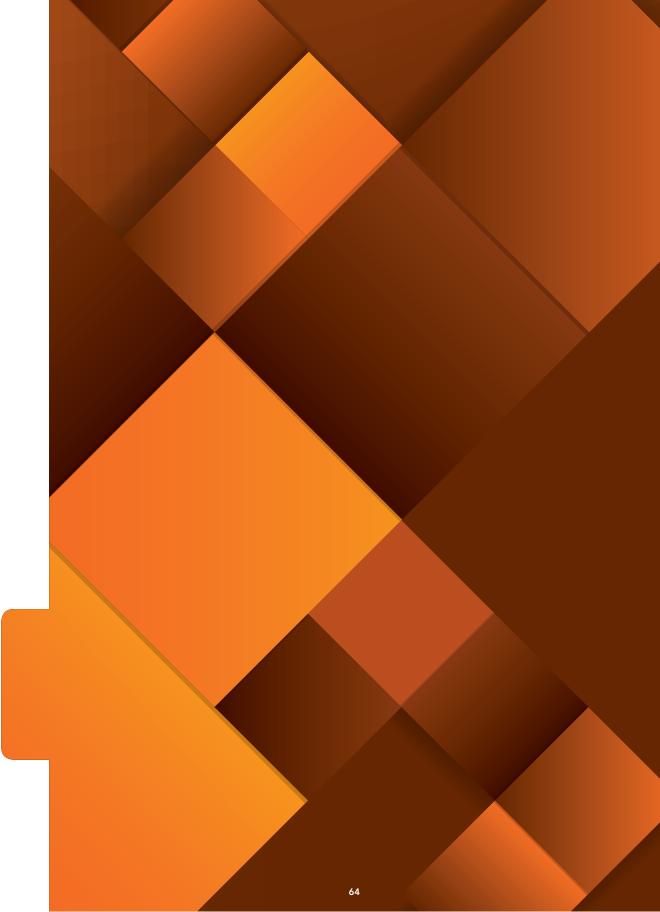| COMPETENCY	BEHAVIOR
Interconnectivity and interdependence	Understand and appreciate the interconnectivity and interdependence between faculty, staff, and administrators in advancing student success initiatives.
Work with supervisor	Have knowledge of the strategies that you can use to work effectively with your supervisor.
Institutional team building	Show support for team building at the college. Be willing to share your experience with building and supporting teams, including the types of team building activities you have supported.
Collective bargaining *(for employees in collective bargaining states)*	Be familiar with the general tenets of collective bargaining.

Personal Traits and Abilities:

An effective leader possesses certain personal traits and adopts a focus on honing abilities that promote the community college agenda.

COMPETENCY	BEHAVIOR
Authenticity	Know who you are as a leader, including your skills and the opportunities that you have to improve. Doing so will assist you in determining your "fit" with institutions in search of a CEO.
Emotional intelligence	Provide examples of times that you have had to keep your cool in high-stress situations. Illustrate how you have maintained composure in dealing with difficult situations.
Courage	Demonstrate occasions when you have been courageous in advancing an unpopular program or initiative because it was in the best interest of the institution.
Ethical standards	Approach your interactions with students, peers, and college leaders by promoting trust, good behavior, fairness, and/or kindness.
Self-management and environmental scanning	Be responsible for yourself and your aspirations. Understand the importance of preparing yourself to achieve your goals, and recognize the climate of your current institution and the implications that pursuing new opportunities can have on your current position.
Time management and planning	Utilize proven time management and planning skills. Have the ability to demonstrate how you have used these skills to prioritize multiple projects with overlapping due dates.
Familial impact	Understand the impact that the presidency can have on your spouse/partner and children. Develop a plan for preparing your spouse/partner and children for this new reality.
Forward-looking philosophy	Demonstrate ways that you have been an early adopter in relation to changes that have occurred within the sector.
Embrace change	Demonstrate ways in which you have embraced change as a way to improve services for students, rather than embracing change for the sake of change.

New CEOs

First two years on the job

Organizational Culture:

An effective community college leader embraces the mission, vision, and values of the community college, and acknowledges the significance of the institution's past while charting a path for its future.

COMPETENCY	BEHAVIOR
Mission, vision, and values of the community college	Find ways to articulate your support for the community college mission, vision, and values to the internal and external college community. Demonstrate that priorities for the institution directly support the community college mission, vision, and values.
Culture of the institution and the external community	Take time to learn the history and culture of the institution. Move slowly in advancing major priorities until there is full comprehension of the cultural constructs/framework that exists. Engage with the external community to articulate your support for the rich history of the college.

Governance, Institutional Policy, and Legislation:

An effective leader is knowledgeable about the institution's governance framework and the policies that guide its operation.

COMPETENCY	BEHAVIOR
Organizational structure of the community college	Understand the responsibilities of each of the key positions within the organization and ensure that they are deployed in the most effective and efficient ways to advance the institution's goals.
Governance structure	Embrace your institution's governance structure. Build effective relationships with the various stakeholders that participate in the decision-making process. If reporting to a board, ensure that communication with and the professional development of trustees are a priority. Likewise, if reporting to a district CEO, focus on building positive relations.
College policies and procedures	Become intimately familiar with the college's policies and procedures to ensure that your decisions and actions are in compliance.
Board relations	Work with your board chair to establish your goals and to understand the board's expectations of you. Keep open communication with the board and ensure that they are never surprised by your decisions or the challenges that the college may be experiencing.

Student Success:

An effective leader supports student success across the institution, and embraces opportunities to improve access, retention, and success.

COMPETENCY	BEHAVIOR
Student success	Be actively engaged in the development and implementation of the institution's student success agenda and promote continuous assessment of its effectiveness based upon student outcomes. Have a direct line of communication with all employees that impact student success to maintain a finger on the pulse of the college's progress.
Consistency between the college's operation and a student-focused agenda	Understand the organization of the college that you're leading. Be willing to study the operations to ensure that programs and services are aligned to support student success, prior to implementing large scale or far-reaching changes. Be willing to make changes as needed to create or expand a student responsive environment.
Data usage	Effectively utilize pertinent data in decision-making and to advance a student success agenda. Present qualitative and quantitative data to support your position(s) whenever possible.
Program/performance review	Inspect what you expect and ask the right questions of members of your leadership team regarding program/performance review. Support decisions for improvement based upon data.
Evaluation for improvement	Be introspective and willing to self-assess your performance. Rely on a trusted confidant as a sounding board regarding areas where you need to improve. Seek professional development opportunities that allow you to grow.

Institutional Leadership:

An effective leader understands the importance of interpersonal relationships, personal philosophy, and management skills to creating a student-centered institution.

COMPETENCY	BEHAVIOR
Be an influencer	Develop internal and external relationships which position you to be an influencer in your community. Always be willing to speak publicly about matters that have the greatest impact for students. Also appreciate the value of the internal team and promote opportunities to have the team work across silos to form partnerships.
Support team building	Seek opportunities to get to know members of your team through team building activities. Be willing to share things about yourself with members of your team as a way to build trust.
Performance management	Have a clear understanding of your institution's performance management process. Provide routine feedback to your subordinates on their performance and be willing to suggest ways that they can improve. Equally important is to work with your board or CEO to understand their expectations, to jointly develop annual goals based upon data, and to engage in periodic meetings to assess progress.
Lead by example	Exhibit integrity and ethics in leadership and decision-making. Do not take actions that would embarrass the board, the institution, or yourself.
Problem-solving techniques	When approaching a problem, seek to learn what attributed to the problem, use all resources available to develop alternate solutions, choose and implement a solution and evaluate its effectiveness.
Conflict management	When appropriate, be willing to step in to resolve conflicts between subordinates and definitely between the college and the external community. Do not leapfrog steps; rather, allow routine conflicts to work through the proper channels in accordance with institution's policies.
Advocate for professional development across the institution	Seek opportunities to support worthwhile professional development opportunities for college faculty, staff, and administrators. Also, work with your supervisor or board to identify professional development opportunities for you.
Customer service	Always have your customers in the forefront of your agenda. Be willing to speak with all institutional stakeholders and get their thoughts. Assist in expediting a solution to a problem when appropriate.
Transparency	Always be open, honest, and forthright. Do not harbor a hidden agenda. Be clear about your motivation.

Institutional Infrastructure:

An effective community college leader is fluent in the management of the foundational aspects of the institution, including the establishment of a strategic plan, financial and facilities management, accreditation, and technology master planning.

COMPETENCY	BEHAVIOR
Strategic and operational planning	Provide leadership in the development and/or revision of the college's strategic plan. Clearly articulate your goals for the institution related to student and operational success. Routinely request status reports/dashboards on the institution's plans, and convene groups to discuss strategies for improvement when performance is lacking.
Budgeting	Have extensive knowledge of the institution's budget, including the funding sources that comprise it. Be aware of your state's performance-based funding model. Review the overall budget monthly, and hold routine meetings with your CFO to discuss any concerns that you might have. Be prepared to address any projected deficit(s) with your board or CEO in a timely manner.
Prioritization and allocation of resources	As the CEO, you must understand the complexities of the college, the overall goals that the college is trying to achieve, and understand how to allocate resources to support these goals.
Accreditation	Have strong knowledge of your regional accreditor's standards. Engage with college staff working on accreditation efforts and understand the steps to take to notify the accreditor of any institutional issue. Empower bright and talented individuals with leading the day-to-day efforts in assembling materials for initial accreditation or reaffirmation of accreditation.
Facilities master planning and management	Have knowledge about the college's facilities master plan and any state requirements for new construction and renovation. Understand the process and be familiar with the schedule for facility maintenance and upkeep.
Technology master planning	Actively engage in the college's technology master plan to ensure that planning is aligned to current and future needs in the classroom and operations of the institution.

Information and Analytics:

An effective community college leader understands how to use data in ways that give a holistic representation of the institution's performance, and is open to the fact that data might reveal unexpected or previously unknown trends or issues.

COMPETENCY	BEHAVIOR
Qualitative and quantitative data	Should have proven track record in using qualitative and quantitative data as a way to get a fully balanced picture of any particular situation. Seek all data options to ensure that you are making decisions with all of the critical information available.
Data analytics	Have knowledge of systems that categorize data for better analysis of the institution's performance.

Advocacy and Mobilizing/ Motivating Others:

An effective community college leader understands and embraces the importance of championing community college ideals, understands how to mobilize stakeholders to take action on behalf of the college, and understands how to use all of the communications resources available to connect with the college community.

COMPETENCY	BEHAVIOR
Community college ideals	Proactively present a position that influences external constituents to support the college. Take opportunities to speak before the Chamber, Rotary, and other community service organizations to spread the message about the important work that community colleges do.
Stakeholder mobilization	Be proactive and focus on the development of relationships, particularly when the college is experiencing good times. Do not let the first time you speak with constituents be a time when you need their support. Present compelling information about the college's work that resonates with the priorities of each constituent.
Media relations	Routinely engage with members of your local press and national trade publications to build relationships based on trust. Call on media when you need support in getting your message/agenda out to the public.
Marketing and social media	Be thoughtful about tools that you use to advance the community college agenda. Make sure that your communication channels to advance college ideals include a broad audience of influencers that can amplify your message.

Fundraising and Relationship Cultivation:

An effective community college leader cultivates relationships across sectors that support the institution and advance the community college agenda.

COMPETENCY	BEHAVIOR
Fundraising	Immediately determine the expectations of your board or district CEO regarding what, if any percentage, of your job responsibilities include fundraising. Learn and hone effective fundraising skills.
Alumni relationships	Engage with alumni on behalf of the college, and be willing to ask for their support. Outline specific ways that they can assist the college in meeting the college's goals.
Media relationships	Focus on getting to know reporters covering the education beat for your area. Be proactive in reaching out to them when issues arise and advance the college's position. Likewise, practice proactivity in bringing positive stories from the campus to their attention.
Legislative relations	Invite members of your state and congressional delegations to the campus to celebrate key milestones. Be willing to engage with members of your legislative delegation and their staffs to provide information about the college, and the impact that specific legislation might have on the institution.
Public relations	As CEO, many constituents see you as an extension of the college. Be aware that they may not see the distinction between your professional and personal time. Understand that you may be required to engage with individuals interested in the college in less-than-optimal circumstances.
Workforce partnerships	Understand the importance of developing strong partnerships that advance workforce and economic development for your college. Work with existing partners to assess the effectiveness of the collaboration, and be willing to suggest changes if needed. Continue looking ahead for new and emerging employment opportunities in the region, and be willing to work hand-in-hand with employers to design solutions that address their needs.

Communications:

An effective community college leader demonstrates strong communication skills, leads and fully embraces the role of community college spokesperson.

COMPETENCY	BEHAVIOR
Presentation, speaking, and writing skills	Have strong presentation, speaking, and writing skills. Seek opportunities to hone skills in supportive environments with your peers. Be open to having a trusted source review complex communications and provide you with feedback. Do not avoid opportunities to speak on behalf of the college, even if you feel your skills are lacking.
Active listening	Realize that as a new CEO it is very important to practice active listening to get a lay of the land. Listen, and take time to process what you have heard. Do not feel pressure to have an immediate response, unless the situation requires it.
Global and cultural competence	Advance respect for cultural differences and seek opportunities where the college can expose students and employees to activities that teach respect for global and culture competence.
Strategies for multi-generational engagement	Understand that every person does not receive information in the same way, and that generational differences can impact the way individuals carry out their responsibilities. Ensure that you are knowledgeable about strategies for engaging with individuals from different generations as a way to deliver messaging in a way that resonates with them.
Email etiquette	Be cognizant of email etiquette and rules governing communications in writing. In cases where tone and message can potentially be misinterpreted, ask a colleague for feedback before sending.
Fluency with social media and emerging technologies	Develop your social media plan in close collaboration with your office of public relations. Determine if you or a college employee will be responsible for posting, and make sure you are comfortable with the process of vetting content. Also, keep your finger on the pulse of technology that can improve operations of the college.
Consistency in messaging	Maintain consistency in message. Waffling on an issue or changing positions can erode your constituents' confidence in you.
Crisis communications	Have in-depth knowledge of the college's crisis communications plans. Lead simulations with key cabinet members in response to potential natural disasters or man-made events and address areas where the response may have been lacking, so that the college is prepared in the event of a real emergency.

Collaboration:

An effective community college leader develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of the college community, and sustain the community college mission.

COMPETENCY	BEHAVIOR
Interconnectivity and interdependence	Take opportunities to bring attention to the interconnectivity and interdependence of faculty, staff, and administrators in advancing student success initiatives. Ensure that faculty, staff and administrators are in the room as the college identifies solutions to its problems.
Work effectively with supervisor	Work with your board chair or district CEO to learn about his/her expectations for you. Keep the lines of communication open, and make sure he/she is kept abreast of any new initiatives or issues at the college. Routinely review your goals with your supervisor so that you can adjust if needed.
Institutional team building	Support activities that build a high-functioning team united behind the institution's goals. Learn about the strengths and weaknesses of members of your team, and deploy them in ways that can maximize their effectiveness.
Collective bargaining *(for employees in collective bargaining states)*	Understand the process and schedules to review collective bargaining agreements in your region. Get to know the representatives of each organization at the collective bargaining table. Always represent the best interest of the college in the negotiations.

Personal Traits and Abilities:

An effective leader possesses certain personal traits and adopts a focus on honing abilities that promote the community college agenda.

COMPETENCY	BEHAVIOR
Authenticity	In the spirit of authenticity, recognize the gravity of the CEO position, and the great responsibility that comes with it.
Emotional intelligence	Always maintain control of your emotions. Be level-headed even when situations escalate. Keep your overall goals in the forefront of discussions or situations that can cause tempers to flare.
Courage	Have the courage to resist making major decisions which might have long-term impact on the organization quickly. Take the time needed to analyze data, listen actively, and collect information to make a well-informed decision.
Ethical standards	Lead with the highest moral code in interactions with people and in decision-making. Follow policies and obey laws in decision-making.
Self-management and environmental scanning	Understand the importance of managing one's self in relation to internal and external threats to the institution.
Time management and planning	Establish a process for time management that works for you, which includes a planning process that prioritizes important matters that the CEO must handle versus the delegation of routine matters.
Familial impact	Speak openly with your spouse/partner about the impact of the public aspects of the presidency on the family. Establish ways that the family will engage with the public.
Forward-looking philosophy	Engage with state and national organizations to keep abreast of trends and issues impacting the sector so that your plans for advancing the institution are proactive rather than reactive. Engage with peers to share and gather research to inform decision-making.
Embrace change	Embrace a change management philosophy. Establish an institutional culture that empowers faculty and staff to be risk-takers in developing and implementing evidence-based strategies to enhance student outcomes.

CEOs

Three years on the job and beyond

Organizational Culture:

An effective community college leader embraces the mission, vision, and values of the community college, and acknowledges the significance of the institution's past while charting a path for its future.

COMPETENCY	BEHAVIOR
Mission, vision, and values of the community college	Continue to be the spokesperson for community college values locally, at the state level, and nationally.
Culture of the institution and the external community	Find meaningful ways to highlight the institution's history and past achievements while ushering the college into a new era focusing on the enhancement of its operations and priorities.

Governance, Institutional Policy, and Legislation:

An effective leader is knowledgeable about the institution's governance framework and the policies that guide its operation.

COMPETENCY	BEHAVIOR
Organizational structure of the community college	Periodically review the institution's organizational structure, identify opportunities to gain efficiency, and ensure that resources are appropriately allocated to support the various institutional functions, most notably instruction.
Governance structure	Continue to embrace your institution's governance structure. Seek ways to promote meaningful engagement between the internal and external stakeholders and the college in appropriate discussions around the future of the institution.
College policies and procedures	Establish a process of periodic review of institutional policies and procedures which engages appropriate internal stakeholders. Be willing to advance changes to policies to make them relevant in supporting current operations and federal guidelines (as applicable), and eliminate policies that are no longer relevant.
Board relations	Have a focus on ongoing professional development for the board. Continue to seek ways that allow board members to add value to the governance and policy processes, while allowing you to lead the institution.

Student Success:

An effective leader supports student success across the institution, and embraces opportunities to improve access, retention, and success.

COMPETENCY	BEHAVIOR
Student success	Have in-depth understanding of what is happening in the college classroom. Continue to have open, honest engagement with members of faculty as a means to support student success. Be willing to consider the effect of new policies on faculty members' ability to impact student learning.
Consistency between the college's operation and a student-focused agenda	Keep the student success agenda at the forefront of decisions regarding the college's operations. Be willing to make changes to programs and services that are incongruent with the success agenda and that place barriers in the pathway of students.
Data usage	Continue to strengthen your use of internal and external data in decision-making.
Program/performance review	Inspect what you expect and ask the right questions of members of your leadership team regarding program/performance review. Support decisions for improvement based upon data.
Evaluation for improvement	Be introspective and willing to self-assess your performance. Rely on a trusted confidant as a sounding board regarding areas where you need to improve. Seek professional development opportunities that allow you to continue to grow and to remain updated on trends and issues impacting community colleges.

Institutional Leadership:

An effective leader understands the importance of interpersonal relationships, personal philosophy, and management skills to creating a student-centered institution.

COMPETENCY	BEHAVIOR
Be an influencer	Embrace the role of influencer in your internal and external community. Be willing to speak publicly about matters that have greatest impact for students.
Support team building	Relationships must be nurtured over time, so continue to engage with your staff through team building activities as a way to strengthen the bonds.
Performance management	Always be aligned with your board or chancellor/president related to their expectations for your performance. Likewise, ensure that you have clearly communicated with members of your team your expectations of them in relation to the performance management process.
Lead by example	Exhibit integrity and ethics in leadership and decision-making. Do not take actions that would embarrass the board, the institution, or yourself.
Problem-solving techniques	When approaching a problem, seek to learn what attributed to the problem, use all resources available to develop alternate solutions, choose and implement a solution and evaluate its effectiveness.
Conflict management	When appropriate, be willing to resolve conflicts between direct reports and definitely between the college and the external community.
Advocate for professional development across the institution	Find ways to invest in and advocate for professional development for people at all levels within the institution. Failure to do so could result in the institution regressing instead of progressing. Also invest in professional development for yourself.
Customer service	Always have your customers in the forefront of your agenda. Be willing to speak with all institutional stakeholders, and get their thoughts. Assist in expediting a solution to a problem when appropriate.
Transparency	Always be open, honest, and forthright. Do not harbor a hidden agenda. Be clear about your motivation.

Institutional Infrastructure:

An effective community college leader is fluent in the management of the foundational aspects of the institution, including the establishment of a strategic plan, financial and facilities management, accreditation, and technology master planning.

COMPETENCY	BEHAVIOR
Strategic and operational planning	Provide leadership in the development and/or revision of the college's strategic plan. Clearly articulate your goals for the institution related to student and operational success. Routinely request status reports/dashboards on the institution's plans, and convene groups to discuss strategies for improvement when performance is lacking.
Budgeting	Have extensive knowledge of the institution's budget, including the funding sources that comprise it. Be aware of your state's performance-based funding model. Review the overall budget monthly, and hold routine meetings with your chief financial officer to discuss any concerns that you might have. Be prepared to address any projected deficit(s) with your board or CEO in a timely manner.
Prioritization and allocation of resources	Keep the overall goals that the college is trying to achieve at the forefront of all discussions related to the allocation of resources.
Accreditation	Have strong knowledge of your regional accreditor's standards. Understand the steps to take to notify the accreditor of any institutional issue. Empower bright and talented individuals with leading the day-to-day efforts in assembling materials for accreditation or reaffirmation of accreditation.
Facilities master planning and management	Understand the college's facilities master plan and any state requirements for new construction and renovation. Understand the process and be familiar with the schedule for facility maintenance and upkeep.
Technology master planning	Actively engage in the college's technology master plan to ensure that planning is aligned to current and future needs in the classroom and operations of the institution.

Information and Analytics:

An effective community college leader understands how to use data in ways that give a holistic representation of the institution's performance, and is open to the fact that data might reveal unexpected or previously unknown trends or issues.

COMPETENCY	BEHAVIOR
Qualitative and quantitative data	Continue to embrace the use of different types of data to inform you as you work to improve student success. Be willing to try new approaches that have demonstrated promising results.
Data analytics	Rely on sound processes for data analysis to make better informed decisions related to the college's operational efficiency and applicability of programs and services to students.

Advocacy and Mobilizing/ Motivating Others:

An effective community college leader understands and embraces the importance of championing community college ideals, understands how to mobilize stakeholders to take action on behalf of the college, and understands how to use all of the communications resources available to connect with the college community.

COMPETENCY	BEHAVIOR
Community college ideals	Continue to be a passionate advocate for the community college ideals. Be willing to engage with the college community and external constituents about the value of the college and the difference that it is making in the lives of people in the community.
Stakeholder mobilization	Take opportunities to welcome constituents to the college to celebrate accomplishments and to recognize them for their contributions to the institution. Be willing to be vulnerable in expressing your need for their support, recognizing that all support is needed to advance the mission of the institution.
Media relations	Continue to engage with members of your local press, and take opportunities to communicate with trade publications when the college is doing new and innovative work. Understand the power of the press in disseminating your message to local and national audiences.
Marketing and social media	Always seek ways through various marketing and social media channels to engage with current and potential students, as well as supporters to keep them updated on new and great things taking place at the college.

Fundraising and Relationship Cultivation:

An effective community college leader cultivates relationships across sectors that support the institution and advance the community college agenda.

COMPETENCY	BEHAVIOR
Fundraising	Continue to build relationships that support the college's entrepreneurial efforts. Seek new opportunities to support the college's future directions.
Alumni relationships	Support the college's alumni engagement efforts. Participate in activities designed to engage alumni of the college in advocating on behalf of current and future students.
Media relationships	Do not lose sight of the importance of media relationships to the college. Consider scheduling quarterly meetings with members of your newspaper's editorial board, and be as transparent as possible.
Legislative relations	Continue to strengthen your relationships with state and congressional leaders. Be proactive by ensuring that their staffs are kept up-to-date on the impact that specific legislation could have on the institution. Likewise, be available to speak to the merits of good legislation and how it would support student success.
Public relations	Embrace the role of CEO as the chief spokesperson for the college. Take opportunities to advance the good work that the college is doing in settings where it is appropriate.
Workforce partnerships	Always seek to build relationships with the industries and government agencies in your community. Focus on supporting their efforts to build a skilled workforce. Be willing to provide responsive programming for businesses being recruited to the region.

Communications:

An effective community college leader demonstrates strong communication skills, leads and fully embraces the role of community college spokesperson.

COMPETENCY	BEHAVIOR
Presentation, speaking, and writing skills	Always exude confidence in presenting, speaking, and writing about the college. There is always room for improvement. Take opportunities to sharpen your skills, and periodically make presentations at state and national meetings to ensure that your skills remain sharp.
Active listening	Continue to practice active listening in all dialogues. Many issues are complex, and it is important to unpack them before weighing in with a solution, especially when all of the facts may not have been presented.
Global and cultural competence	Be an advocate for global and cultural competence so that individuals can be well-rounded to compete in the global economy.
Strategies for multi-generational engagement	Keep abreast in the changing characteristics of the generations of individuals you are working with and those who attend the college. Seek ways to engage with them that reflect what you know about their learning and communication styles.
Email etiquette	Be cognizant of email etiquette and rules governing communications in writing. In cases where tone and message can potentially be misinterpreted, speak directly to the individual you are addressing.
Fluency with social media and emerging technologies	Tweak the implementation of your social media presence if needed. Continue to work closely with your public relations team to determine ways to communicate the great things happening at the college. Always keep an eye on new technologies and how they can support process improvement at the college.
Consistency in messaging	Always maintain consistency in messaging so that the internal and external community knows what the college stands for and the efforts that it supports.
Crisis communications	Continue to seek ways to create a safe campus environment. Be prepared to address crises in accordance with the college's plans. Ensure that all units within the college understand their roles in responding to a crisis.

Collaboration:

An effective community college leader develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of the college community, and sustain the community college mission.

COMPETENCY	BEHAVIOR
Interconnectivity and interdependence	Continue to stress the importance of the various roles within the community college. Ensure that faculty are engaged in discussions to identify solutions that have a direct impact on classroom instruction. Develop a high-functioning team by empowering leaders from across the organization to work hand-in-hand to address emerging trends and issues that the institution is facing.
Work with supervisor	Following each annual evaluation, engage with your board chair or district CEO to establish priorities for the coming year. Ensure that you are clear about the expectations that he/she has for you. Engage in quarterly reviews of your progress with your supervisor so that you may adjust your approach as needed.
Institutional team building	Continue to seek opportunities that strengthen trust and comradery between members of your team. Periodically reassess the needs of the organization and deploy leaders with appropriate strengths to address them.
Collective bargaining *(for employees in collective bargaining states)*	Keep to the schedules to review collective bargaining agreements impacting your college. Where possible, continue to work toward establishing good working relationships with the designees of the organizations at the collective bargaining table. Always represent the best interest of the college in the negotiations.

Personal Traits and Abilities:

An effective leader possesses certain personal traits and adopts a focus on honing abilities that promote the community college agenda.

COMPETENCY	BEHAVIOR
Authenticity	Always be true to yourself, but recognize that the positive aspects of your authentic self must be harnessed to continue to advance the priorities of the institution.
Emotional intelligence	Always maintain control of your emotions. Be level-headed even when situations escalate. Keep your overall goals in the forefront of discussions or situations that can cause tempers to flare.
Courage	When approaching difficult situations, make sure you are armed with data and research that support your decisions regarding a solution. Have the courage to implement, or empower others to implement, the change and be willing to support those individuals doing the work.
Ethical standards	Lead with the highest moral code in interactions with people and in decision-making. Follow policies and obey laws in decision-making.
Self-management and environmental scanning	Engage in routine environmental scanning to determine what threats and opportunities exist for the college. Be sure to manage your emotions in response to these factors.
Time management and planning	Continue to find balance in your life, ensuring that your priorities shift as needed. Carve out adequate time to plan for the rollout of major initiatives.
Familial impact	Always be cognizant of the role of CEO, and as the role changes, understand how the demands of the position can impact your family.
Forward-looking philosophy	Celebrate accomplishments, but always keep your focus on the future trends and issues that may impact community colleges so that you can plan appropriately.
Embrace change	Always be willing to look at change as a way to improve the organization. Utilize data, human resources, and other important research to inform you of the potential success of new initiatives.