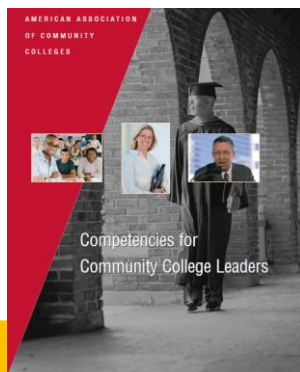# COMPETENCIES FOR COMMUNITY COLLEGE LEADERS

FOURTH EDITION
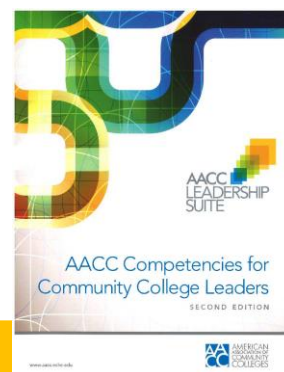
ANGEL M. ROYAL, PH.D.

SENIOR VICE PRESIDENT, STRATEGIC INITIATIVES

AACC | AMERICAN ASSOCIATION OF COMMUNITY COLLEGES

LEAD ADVOCATE ADVANCE

- Approved in 2005
- 6 competencies
- Feedback through survey and meeting
- No leadership levels

generic

- Approved in 2013
- 5 competencies
- 3 employee levels

*emerging leaders, new and seasoned CEOs*

- Approved in 2018
- Commission on Leadership and Professional Development
- 6 employee levels

faculty, mid-level, senior level, aspiring CEOs, new CEOs, veteran CEOs

COMPETENCIES FOR COMMUNITY COLLEGE LEADERS

Competencies Review Process

- 17 meetings with more than 100 attendees were conducted.
  - Different age groups (Baby Boomer, Gen X, Millennial)
  - Ethnicities (Black, Latinx, Asian Pacific Islander, and Native American)
  - Positions within the college (faculty, entry-level, managers, senior leaders, new CEOs, seasoned CEOs)
  - Sexual orientation (LGBTQ)
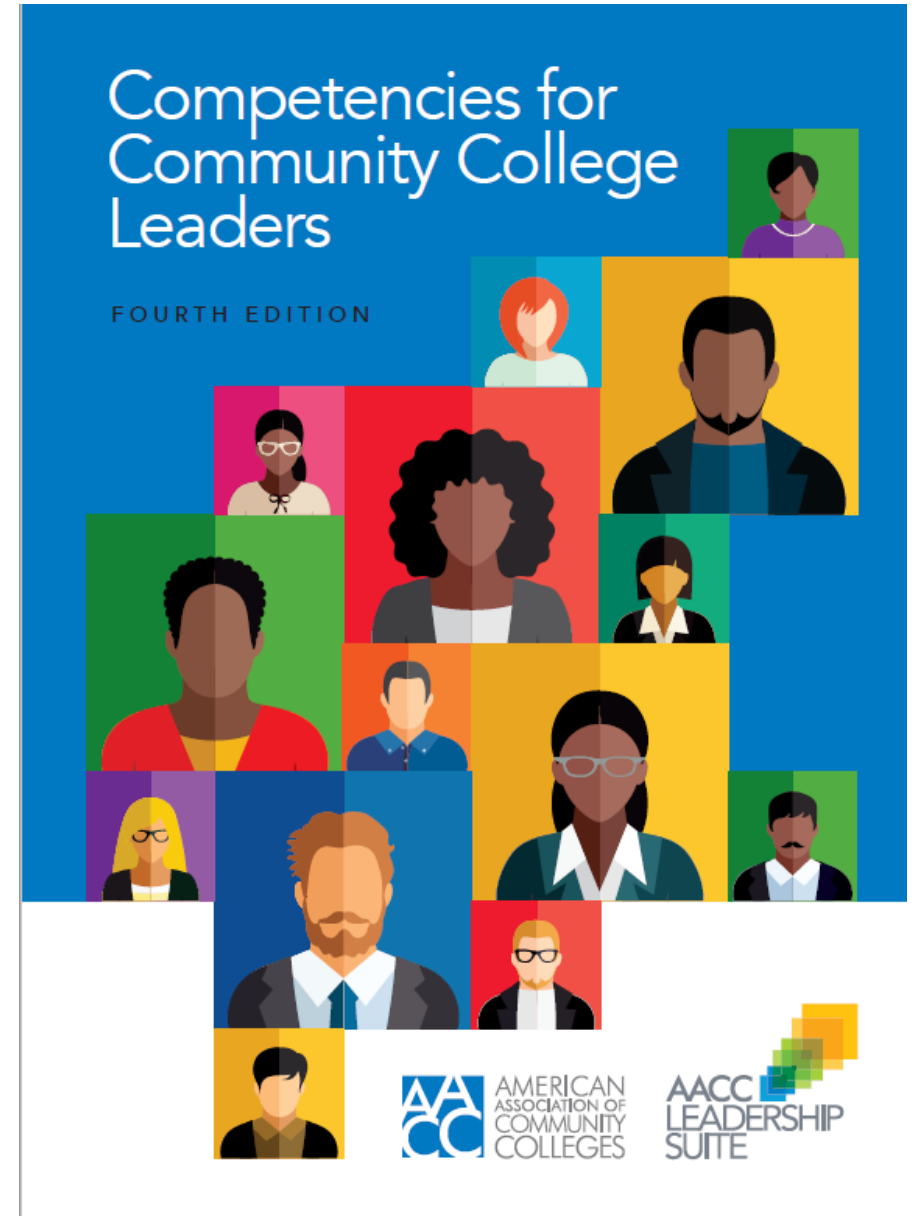
New Features

Updated Categories

The fourth edition of the AACC Competencies for Community College Leaders is organized by the following categories.

- **Faculty**: instructor, assistant professor, associate professor, professor
- **Entry-level**: administrative assistant, advisor, analyst, chair, coordinator, counselor, designer, operator, specialist
- **Manager**: dean, director, executive director
- **Executive**: assistant vice president, associate vice president, vice president
- **Chief Executive Officer**

8 Categories

- Institutional and Cultural Awareness
- Governance, Local, State and Federal Policy
- Student Success
- Leadership
- Institutional Transformation
- Advocacy
- Partnerships and Collaboration
- Communication

AACC
LEADERSHIP
SUITE

Classifications

A new feature has also been added to the document to show the progression in specific categories.

- Faculty → Chair (the movement from faculty to administrator is provided under the progression column)
- Executive → Aspiring CEO (the movement from executive to aspiring CEO)
- Chief Executive Officer New → Veteran (the movement from new CEO to veteran CEO)

Traits and Abilities

Several traits and abilities we have seen in effective leaders

- Authenticity
- Emotional Intelligence
- Humility
- Compassion
- Resilience and Flexibility
- Ethical
- Change Agents
- Growth Mindset
- Develop Formal and Informal Networks

- Maintaining Your Self and Self Care
- Mentoring and Counseling
- Diversity, Equity, and Inclusion
- Wear Multiple Hats

AACC LEADERSHIP SUITE

Using the Document

Using the Document

This document is designed with several purposes in mind. It is intended to be aspirational.

This document is a tool:
- For individuals interested in honing their leadership skills in their current jobs.
- For individuals aspiring to positions in the higher education hierarchy.
- To develop performance improvement plans.
- To serve as an tool to assist in employee evaluation.

Self Assessment

- Honesty is the best policy for growth

- Assessment sets a baseline for the employee to work from

AMERICAN ASSOCIATION OF COMMUNITY COLLEGES
LEAD ADVOCATE *ADVANCE*

Competencies for Community College Leaders
Fourth Edition

SAMPLE ASSESSMENT

Scale: 6 – very true of me, 5 - true of me, 4 - somewhat true of me, 3 – somewhat untrue of me, 2 – untrue of me, 1 – very untrue of me.

INSTITUTIONAL TRANSFORMATION: An effective executive understands the importance of implementing a profound change within the institution that has significant impact on the communities that the institution serves.

COMPETENCY	BEHAVIOR	EVALUATION					
Strategic Planning	Possess the ability to speak to your involvement in institutional planning and priority development. Demonstrate understanding of approaching planning with equity-mindedness and a focus on student success. Have experience in leading and coaching your department to positively contribute to achieving planning goals.	6	5	4	3	2	1
Operational Planning	Know how to use operational planning processes to assess your department's progress toward achieving its goals in equity and student success. Be willing to counsel direct reports whose performance is not meeting expectations, and coach them in developing and implementing strategies for improvement.	6	5	4	3	2	1

Performance Growth

Creates a pathway for strengthening skills for your current job or stretching for promotion

AMERICAN ASSOCIATION OF COMMUNITY COLLEGES
LEAD ADVOCATE ADVANCE

Competencies for Community College Leaders
Fourth Edition

SAMPLE PERFORMANCE IMPROVEMENT PLAN

INSTITUTIONAL AND CULTURAL AWARENESS: An effective executive (1) embraces the mission, vision, and values of the community college; (2) respects and values the institution's past, and present, always with an eye toward the future; and (3) actively focuses on ways to eliminate structural bias in the institution's design so that all students, regardless of their personal circumstances, have the resources that they need to achieve their educational goals.

COMPETENCY	BEHAVIOR	ASSESSMENT	ACTIVITIES FOR IMPROVEMENT	TIMELINE FOR REASSESSMENT	REASSESSMENT
Mission, Vision, and Values	Be able to demonstrate your commitment to the mission, vision, and values of the community college and provide examples of initiatives that you have led to advance them.	4			
Organizational Design	Demonstrate understanding of the foundational aspects of organizational design and the impacts that changes in the higher education ecosystem have and how they will continue to impact the college structure and potential need for change.	4			
Content Delivery	Demonstrate understanding of the different methods of content delivery and innovation in the classroom. Be able to provide examples of the teaching strategies used in the classroom and speak to their effectiveness. Be familiar with content delivery even if you do not have direct experience with it and speak to its impact on student success.	6			

I am stuck, what should I do?

- Identify the problem
  - Career trajectory
  - Assessing my performance/proficiency
  - Developing a plan to improve my competence in focus areas

Sample of Competencies

A Sample of Competencies You'll See

- Cultural self awareness
- Cultural competence
- Disaggregation of data
- Data literacy; data governance
- Politicization of issues
- Video conferencing etiquette
- Email etiquette

- Microaggressions
- Combatting stereotypes
- Tokenism
- Hiring
- Eliminating structural bias
- Problem solving

AACC LEADERSHIP SUITE

- Call for Abstracts Deadline – October 16

- Awards of Excellence Deadline – October 25

- Early bird registration is from October 1 to 31; on-time registration is from November 1 to February 27, and late registration is from March 1 to 28.

- Special speaker and faculty rates

https://youtu.be/yuffpBnXI7Y?si=SJEoYJKB-n4NGtyn