

INSIDE
HIGHER ED

2019 Survey of

Community College Presidents

A STUDY BY INSIDE HIGHER ED AND GALLUP

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THE 2019 *INSIDE HIGHER ED* SURVEY OF COMMUNITY COLLEGE PRESIDENTS

A study by Gallup and *Inside Higher Ed*



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FOREWORD

Inside Higher Ed's fifth annual survey of community college presidents seeks to understand how these leaders view the opportunities and challenges facing two-year colleges in the U.S.

The study addresses the following questions:

- With many states enacting policies to allow community colleges to offer baccalaureate degrees, how common is the practice?
- How do the opinions of community college presidents and four-year college presidents compare with respect to community colleges offering bachelor's degrees?
- Are most community colleges continuing to experience enrollment declines?
- What steps are community colleges taking to recruit more students?
- Do community college presidents anticipate continued expansion of free community college programs?
- What do community college leaders view as the biggest barriers for community college students to continue their education and earn bachelor's degrees?
- How do community college presidents assess the future of the community college presidency?
- What are some of the biggest challenges facing community college chief executives?
- Do community college presidents believe that pressure to show increased graduation rates causes community colleges to engage in practices that result in better rates but not increased learning?

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SNAPSHOT OF FINDINGS

Some specific findings from the 2019 *Inside Higher Ed* Survey of Community College Presidents include:

- One in 10 community college presidents indicate their institution offers bachelor's degree programs, though only 1 percent say it offers a wide range of four-year degree programs.
- Community college leaders largely endorse the idea of community colleges offering bachelor's degrees and believe doing so would increase access to higher education and reduce the racial gap in degree attainment. They do not, however, believe states provide enough financial support to ensure the degrees are high quality.
- Two-thirds of presidents at four-year colleges strongly disagree or disagree that community colleges should be able to offer baccalaureate degrees. Their greatest concerns are lowering degree quality and mission creep.
- Community college presidents' greatest concern about offering bachelor's degree programs is that their budgets will be stretched too far.
- A majority of community college presidents, 59 percent, continue to report that enrollment is down at their institution over the last few years. About one in five say enrollment has increased.
- Community college presidents are most likely to say their college is adding new programs to help recruit students — 75 percent indicate they are doing this. Two-thirds are adding options to make it easier for students to transfer to four-year colleges or adding online programs.
- Nine in 10 community college presidents expect the trend toward free community college education to continue. Three-quarters see free community college programs as helping to improve the image of community colleges in their local areas.
- More than 7 in 10 community college presidents, 71 percent, believe free four-year public higher education will hurt community colleges. Twenty percent believe it will help community colleges.
- Community college presidents continue to perceive that a lack of clear pathways for community college students to transfer two years' worth of credit is a significant barrier to students transferring to four-year colleges to earn a bachelor's degree. However, fewer now (81 percent) than a year ago (90 percent) hold this view.
- Seventeen percent of community college presidents indicate they plan to retire within the next two years. And while they are not very optimistic about the pool of potential community college presidents, they are more positive than they were last year.
- Six in 10 community college presidents agree there are too few minority candidates for community college presidencies, and 42 percent agree there are too few female candidates.
- Financial matters (73 percent) and enrollment management (68 percent) are the two areas that community college presidents most often cite as big challenges for them.
- Six in 10 community college presidents say they worry that some reforms encouraged to improve graduation rates at two-year institutions may not result in increased learning.
- Eighteen percent of presidents strongly agree or agree their college has taken steps to improve how degree completion rates look but don't necessarily improve learning; 72 percent strongly disagree or disagree.

METHODOLOGY

This report presents findings from a quantitative research study that Gallup conducted on behalf of *Inside Higher Ed*. The objective of the study is to understand how community college presidents view pressing issues facing associate-degree-granting institutions.

To achieve this objective, Gallup sent invitations via email to 1,199 presidents of associate-degree-granting institutions and sent regular reminders throughout the Jan. 3-30, 2019, field period. Gallup collected 235 completed or partially completed web surveys, yielding a 20 percent response rate.

Gallup education consultants developed the questionnaire in collaboration with Scott Jaschik and Doug Lederman of *Inside Higher Ed*.

The results reported here are based on the subset of community college presidents surveyed in a larger survey of 784 college and university presidents using the most comprehensive sample information available. Gallup statistically weighted the data to correct for nonresponse by matching the obtained sample to targets for all U.S. colleges and universities from the Integrated Postsecondary Education Data System database. Gallup ensured the weighted sample matched the universe of all colleges on institutional control (public or private/nonprofit), four-year or two-year degree offerings, student enrollment, and geographical region. Therefore, the weighted sample results can be considered representative of the views of presidents at community colleges nationwide.

The following sections present the findings of the survey. In some cases, reported frequencies may not add up to 100 percent due to rounding. "Don't know" and "Refused" responses are excluded from the results.

BACHELOR'S DEGREES AT COMMUNITY COLLEGES

Community colleges in 25 states are authorized to offer bachelor's degrees, and more states are considering allowing community colleges to do so. The practice is not very common, however, as just 10 percent of community college presidents report that their institution is offering bachelor's degrees, with most of these saying their college offers "a few bachelor's degree programs." Only 1 percent say their college offers "a wide range of bachelor's degree programs."

My college offers:	
% A wide range of bachelor's degree programs	1
% A few bachelor's degree programs	9
% No bachelor's degree programs	89

Community college presidents are generally supportive of the trend:

- Three-quarters strongly agree or agree that community colleges should be able to offer bachelor's degrees.
- Eighty percent of community college presidents strongly agree or agree that community colleges are in a strong position to offer bachelor's degrees to students who would otherwise not have access to those degrees because of their cost or the location of the schools.
- Eighty-five percent believe that bachelor's degree programs at community colleges could help close the racial and ethnic gaps in degree attainment.
- Two-thirds strongly disagree or disagree that offering bachelor's degrees would distract from community colleges' focus of serving students unable to attend four-year institutions.

Although many states are allowing community colleges to offer bachelor's degrees, community college presidents have concerns about state support for those programs. By 57 percent to 13 percent, presidents disagree rather than agree that states have provided sufficient money to ensure those bachelor's degrees are high quality.

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.

Community colleges should be allowed to offer baccalaureate degrees.	
% 5 / Strongly agree	54
% 4	21
% 3	12
% 2	6
% 1 / Strongly disagree	7

BACHELOR'S DEGREES AT COMMUNITY COLLEGES (cont.)

Community colleges are in a strong position to offer baccalaureate degrees to students who would not otherwise have access to these degrees due to cost or location.	
% 5 / Strongly agree	59
% 4	21
% 3	8
% 2	9
% 1 / Strongly disagree	3
Offering baccalaureate degrees at community colleges could help close the gap in baccalaureate degree attainment for racial and ethnic minority groups.	
% 5 / Strongly agree	59
% 4	26
% 3	7
% 2	5
% 1 / Strongly disagree	3
Adding bachelor's degrees distracts from community colleges' focus on serving students who are not able to attend four-year institutions.	
% 5 / Strongly agree	11
% 4	9
% 3	15
% 2	21
% 1 / Strongly disagree	45
States that have authorized community colleges to offer bachelor's degrees have provided sufficient money to ensure these degrees are high quality.	
% 5 / Strongly agree	1
% 4	12
% 3	29
% 2	26
% 1 / Strongly disagree	31

BACHELOR'S DEGREES AT COMMUNITY COLLEGES (cont.)

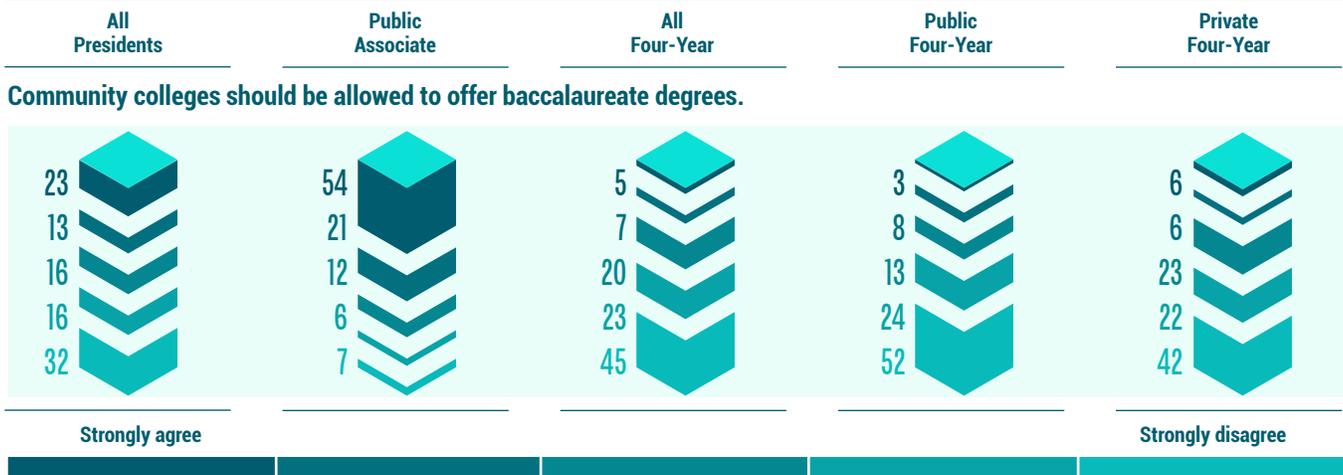
In contrast to community college presidents' positivity toward bachelor's degree programs at two-year institutions, presidents at four-year institutions are opposed to the idea and skeptical of what it might accomplish. By 68 percent to 12 percent, four-year college presidents strongly disagree or disagree rather than strongly agree or agree that community colleges should be allowed to offer baccalaureate degrees.

Additionally, 57 percent of four-year-college presidents disagree that community colleges are in a strong position to offer bachelor's degrees to students who might not otherwise have access; 23 percent agree. Four-year college presidents are also more likely to disagree (47 percent) than agree (28 percent) that the educational attainment gap between races could be narrowed if community colleges offered baccalaureate degrees.

Presidents at four-year public institutions tend to view bachelor's degrees at community colleges more negatively than do presidents at four-year private institutions. For example, 76 percent of public four-year college presidents versus 64 percent of private four-year college presidents disagree that community colleges should offer baccalaureate degrees.

As you may know, 25 states now have policies that allow community colleges to offer baccalaureate degrees.

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.



BACHELOR'S DEGREES AT COMMUNITY COLLEGES (cont.)

All Presidents

Public Associate

All Four-Year

Public Four-Year

Private Four-Year

Community colleges are in a strong position to offer baccalaureate degrees to students who would not otherwise have access to these degrees due to cost or location



Offering baccalaureate degrees at community colleges could help close the gap in baccalaureate degree attainment for racial and ethnic minority groups.



BACHELOR'S DEGREES AT COMMUNITY COLLEGES (cont.)

Presidents at community colleges and four-year institutions also have different concerns about community colleges offering baccalaureate degrees. Community college presidents' chief worry is that two-year institutions' budgets would be stretched too far, with 55 percent identifying this as a concern. Slightly less, 47 percent, are worried about "mission creep," while one-third are concerned about increasing competition from four-year public institutions. One in five community college presidents have no specific concerns.

Four-year presidents' primary concern with community colleges offering baccalaureate degrees is lowering degree quality – 62 percent cite this as a concern. Nearly as many, 58 percent, say mission creep is a concern, and 44 percent mention increasing competition. Thirty-six percent of four-year college presidents are concerned it would contribute to credential inflation.

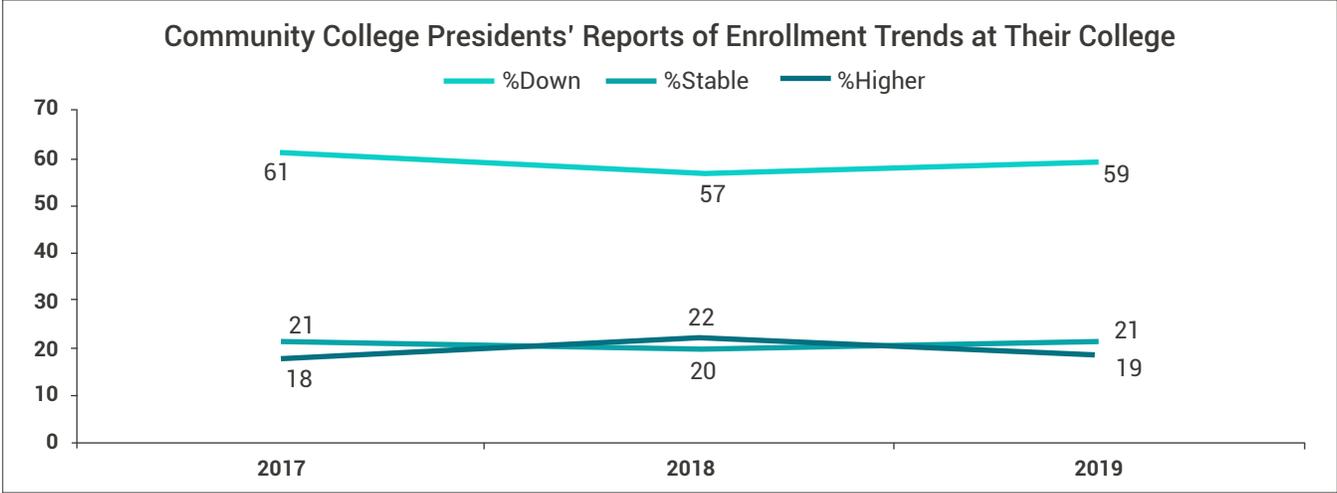
My greatest concerns with community colleges offering baccalaureate degrees are:					
<i>Please select up to three.</i>					
	All Presidents	Public Associate	All Four-Year	Public Four-Year	Private Four-Year
Community colleges should be allowed to offer baccalaureate degrees.					
% Mission creep	56	47	58	70	53
% Lowering degree quality	43	9	62	59	63
% Increasing competition with the state's public four-year colleges and universities	36	33	44	60	37
% Stretching community college budgets too far	35	55	24	25	24
% Contributing to credential inflation	29	12	36	25	40
% Creating degrees that are too narrow and specialized	15	6	21	18	23
% Creating degrees that do not have labor market demand	10	13	6	7	5
% Reducing access to the community college by underrepresented student population	8	6	7	3	9
% None of these	11	21	4	4	4

DECLINING ENROLLMENT

Community college enrollments have declined over the past several years. The majority of community college presidents, 59 percent, say their institution's enrollment is lower now than four years ago. This includes one in five who say enrollment is down 10 percent or more. Twenty-one percent of community college presidents say their enrollment is stable, and 19 percent say theirs is higher.

Many community colleges are now experiencing their third or fourth year of enrollment declines.	
Compared to four years ago, is your enrollment:	
% Down by 10 percent or more	22
% Down by 5 percent up to 10 percent	20
% Down by less than 5 percent	17
% Stable	21
% Higher	19

The percentage reporting a decline in enrollment has been similar in the last three years' surveys, including 61 percent in 2017 and 57 percent in 2018. Likewise, similar percentages of community college presidents have reported increases in enrollment the past three years – 19 percent in 2019, 22 percent in 2018 and 18 percent in 2017.



DECLINING ENROLLMENT (cont.)

Asked to indicate what steps their college is taking to recruit new students, 75 percent of presidents say their college is adding new programs on campus. Two-thirds say their college is adding options to make it easier for students to transfer to four-year institutions (67 percent) or adding online programs (66 percent). Sixty-two percent say they are increasing spending on marketing, while 41 percent are keeping tuition the same or cutting it.

Many community colleges are now experiencing their third or fourth year of enrollment declines.	
% Adding new programs on campus	75
% Adding options to make it easier for students to transfer to four-year institutions	67
% Adding online programs	66
% Increasing spending on marketing	62
% Keeping tuition the same or cutting tuition	41
% None of these	1

Adding new programs has been the most common step to recruit new students in each of the past three years, while holding the line on tuition, or reducing it, has been the least common.

The strategies pursued by community colleges with declining enrollment are mostly similar to those with stable or increasing enrollment, based on combined data from the 2017-2019 community college presidents surveys. These data reveal that presidents reporting declining enrollment (65 percent) are slightly more likely than those with stable or increasing enrollment (57 percent) to say their college is increasing spending on marketing. In contrast, presidents with stable or increasing enrollment are more likely to indicate their college is adding options to make it easier for students to transfer to four-year institutions and cutting tuition or keeping it the same.

Steps Community Colleges Are Taking to Recruit New Students, by Enrollment Trends, 2017-2019 surveys			
	Average: All Community College Presidents	Average: Enrollment Is Down at Their College	Average: Enrollment Is Stable or Increasing
% Adding new programs on campus	79	78	81
% Adding options to make it easier for students to transfer to four-year institutions	71	69	74
% Adding online programs	66	66	67
% Increasing spending on marketing	62	65	57
% Keeping tuition the same or cutting tuition	36	33	40
% None of these	2	2	3

FREE COMMUNITY COLLEGE

An increasing number of states are offering free community college programs to their residents to help boost educational attainment. Community college presidents expect the trend to continue, with 91 percent anticipating continued expansion of free community college programs. Three-quarters believe the free community college movement is having a positive impact on the way community colleges are viewed.

While community college presidents see the expansion of free community college as positive for their institutions, they understandably view the adoption of free four-year public higher education as a negative. Seventy-one percent of community college presidents believe free four-year higher education hurts community colleges a little (32 percent) or a lot (39 percent), while just 20 percent believe it helps a little (12 percent) or a lot (8 percent).

The idea of free community college tuition has expanded considerably. New York State adopted a program (that also involves four-year public institutions), California is moving in that direction, and many districts are also adopting initiatives.	
I anticipate continued expansion of free community college programs.	
% Yes	91
% No	9
The movement toward free community college is having a positive impact on the way community colleges are seen in their states and communities.	
% Yes	75
% No	25
The adoption of free, four-year public higher education –	
% Helps community colleges a lot	8
% Helps community colleges a little	12
% Has no effect on community colleges	10
% Hurts community colleges a little	32
% Hurts community colleges a lot	39

Slightly fewer community college presidents now (71 percent) than a year ago (79 percent) say the adoption of free four-year college hurts community colleges, while more say it has no effect (10 percent, up from 4 percent).

BARRIERS TO TRANSFER

Another movement to increase educational attainment is to encourage more community college students to continue their education by transferring to a four-year college to earn a bachelor's degree. Many potential barriers stand in the way of community college students transferring to four-year institutions. The survey asked community college presidents how significant each of eight barriers are.

Community college presidents are most likely to see a lack of clear pathways that assure community college students can transfer two years' worth of credit as a significant barrier, with 81 percent saying it is either very (39 percent) or somewhat (42 percent) significant. Sixty-eight percent view a lack of academic advising on how to prepare for the transfer as a significant barrier. Presidents also see a lack of interest by public four-year colleges (67 percent) and private four-year colleges (57 percent) in supporting community college transfers as a significant barrier. Slightly less say a lack of interest by public (53 percent) and private (47 percent) four-year colleges in accepting community college students is a barrier.

Half of presidents believe that a lack of programs at four-year colleges that match student interests, or that community college students lack interest in earning bachelor's degrees, are barriers.

Many community college educators and others say that far more community college students should transfer to four-year colleges and earn bachelor's degrees than currently do.

How significant do you believe each of the following factors is in limiting the number of two-year students who go on to earn bachelor's degrees?

Lack of clear "pathways" that assure community college graduates can transfer two years' worth of credit	
% Very significant	39
% Somewhat significant	42
% Not too significant	13
% Not significant at all	6
Lack of academic advising on how to prepare for transfer	
% Very significant	21
% Somewhat significant	47
% Not too significant	27
% Not significant at all	4
Lack of interest by four-year public colleges in supporting transfer students from community college	
% Very significant	25
% Somewhat significant	42
% Not too significant	24
% Not significant at all	10

BARRIERS TO TRANSFER (cont.)

Lack of interest by four-year private colleges in supporting transfer students from community college	
% Very significant	18
% Somewhat significant	39
% Not too significant	31
% Not significant at all	12
Lack of interest by four-year public colleges in accepting transfer students from community college	
% Very significant	20
% Somewhat significant	33
% Not too significant	34
% Not significant at all	13
Lack of interest by four-year private colleges in accepting transfer students from community college	
% Very significant	16
% Somewhat significant	31
% Not too significant	38
% Not significant at all	16
Lack of programs at nearby four-year colleges that match student interests	
% Very significant	14
% Somewhat significant	36
% Not too significant	34
% Not significant at all	16
Lack of student interest in earning bachelor's degrees	
% Very significant	6
% Somewhat significant	44
% Not too significant	38
% Not significant at all	12

BARRIERS TO TRANSFER (cont.)

The rank order of perceived barriers is similar to what was measured in the 2018 community college presidents survey. However, there have been declines in the percentages of community college presidents who view most of the factors as significant barriers. These include a 10-point drop in the percentage who believe lack of interest by private four-year colleges in supporting transfer students is a significant barrier, and nine-point drops in lack of clear pathways for transfer students and lack of interest by private four-year colleges in accepting transfer students.

Changes in Perceived Significance of Barriers to Community College Students Transferring to Four-Year Colleges to Earn a Bachelor's Degree, 2018 vs. 2019			
	% Very/Somewhat Significant, 2018	% Very/Somewhat Significant, 2019	Change
Lack of clear "pathways" that assure community college graduates can transfer two years' worth of credit	90	81	-9
Lack of academic advising on how to prepare for transfer	75	68	-7
Lack of interest by four-year <i>public</i> colleges in <i>supporting transfer</i> students from community college	73	67	-6
Lack of interest by four-year <i>private</i> colleges in <i>supporting transfer</i> students from community college	67	57	-10
Lack of interest by four-year <i>public</i> colleges in <i>accepting transfer</i> students from community college	60	53	-7
Lack of interest by four-year <i>private</i> colleges in <i>accepting transfer</i> students from community college	56	47	-9
Lack of student interest in earning bachelor's degrees	53	50	-3
Lack of programs at nearby four-year colleges that match student interests	46	50	+4

FUTURE OF THE COMMUNITY COLLEGE PRESIDENCY

With many community college presidents at retirement age or approaching it, there is concern about filling the large number of open presidential positions over the next decade. Roughly one in six community college presidents, 17 percent, say they plan to retire within the next two years. That is lower than the 26 percent who said so a year ago, with the decrease possibly reflecting that there have been a number of retirements in the past year.

Do you personally plan to retire in the next two years?	
% Yes	17
% No	83

The vast majority of presidents appear satisfied with their career path, as 92 percent agree they would still pursue a career as a community college president if they had to do it over again. Seventy-two percent strongly agree they would choose the same career.

Current community college presidents do not appear to be very optimistic about the future of the community college presidency, however. Thirty-seven percent strongly agree or agree while 28 percent strongly disagree or disagree they are impressed with the pool of potential community college presidents (34 percent choose the neutral or middle response on the five-point scale). Their lack of optimism may stem from several sources:

- Forty-three percent of community college presidents agree there are not clear paths to prepare for the community college presidency, while 39 percent disagree.
- Sixty percent agree (while only 18 percent disagree) there are too few minority candidates for community college presidencies.
- Forty-two percent agree (and 35 percent disagree) there are too few female candidates for community college presidencies.

Many experts predict that community colleges will see significant turnover of their presidents in the next few years.

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.

If I had to do it again, I would still pursue a career as a community college president.	
% 5 / Strongly agree	72
% 4	20
% 3	6
% 2	2
% 1 / Strongly disagree	<1

FUTURE OF THE COMMUNITY COLLEGE PRESIDENCY (cont.)

I am impressed with the pool of potential community college presidents.	
% 5 / Strongly agree	8
% 4	29
% 3	34
% 2	20
% 1 / Strongly disagree	8
There are not clear paths to prepare for community college presidency.	
% 5 / Strongly agree	16
% 4	27
% 3	18
% 2	23
% 1 / Strongly disagree	16
There are too few female candidates for community college presidencies.	
% 5 / Strongly agree	16
% 4	26
% 3	24
% 2	18
% 1 / Strongly disagree	17
There are too few minority candidates for community college presidencies.	
% 5 / Strongly agree	29
% 4	31
% 3	22
% 2	12
% 1 / Strongly disagree	6

Community college presidents are more positive about the pool of potential community college leaders than they were last year, when more disagreed (34 percent) than agreed (28 percent) they were impressed.

There has been a decrease in the percentage of presidents who believe there are too few minority candidates for community college presidencies, from 68 percent last year to 60 percent now. The percentages of community college presidents who agree there are too few female candidates for their role, or that there are not clear paths to the community college presidency, are similar to last year.

CHALLENGES FOR COMMUNITY COLLEGE PRESIDENTS

Community college presidents believe the biggest challenges they face are financial matters (73 percent describe them as a big challenge) and enrollment management (68 percent say it is a big challenge). Slightly less than half, 44 percent, say personnel management and staffing and, separately, politics and public policy, are big challenges. About one in three believe competition from other institutions (35 percent) is a challenge, while only 15 percent say educational matters are.

At least 8 in 10 community college presidents believe each of these six issues represent big or moderate challenges.

How big of a challenge is each of the following for community college presidents?	
Financial matters	
% A big challenge	73
% A moderate challenge	25
% Not much of a challenge	2
Enrollment management	
% A big challenge	68
% A moderate challenge	32
% Not much of a challenge	0
Personnel management and staffing	
% A big challenge	44
% A moderate challenge	49
% Not much of a challenge	7
Politics and public policy	
% A big challenge	44
% A moderate challenge	49
% Not much of a challenge	7
Competition from other institutions	
% A big challenge	35
% A moderate challenge	45
% Not much of a challenge	20
Educational matters	
% A big challenge	15
% A moderate challenge	66
% Not much of a challenge	18

CHALLENGES FOR COMMUNITY COLLEGE PRESIDENTS (cont.)

The same question was asked in the 2017 and 2018 community college presidents surveys. In general, presidents are less likely now than they were in 2017 to describe most of these issues as big challenges. The exceptions are competition from other institutions – which has been stable in each of the three years – and personnel management and staffing, which is back up to 2017 levels after a dip last year.

Perceptions of Issues as “Big Challenges” for Community College Presidents, Recent Surveys			
	2017	2018	2019
Financial matters	80	71	73
Enrollment management	74	68	68
Politics and public policy	52	47	44
Personnel management and staffing	42	36	44
Competition from other institutions	34	34	35
Educational matters	23	18	15

STANDARDS FOR SUCCESS

Much attention has been focused on low degree completion rates at community colleges, and there is pressure on community colleges to improve those rates. Six in 10 community college presidents strongly agree or agree they worry that some reforms encouraged as part of the completion agenda may not result in increased learning; 21 percent disagree.

Community college presidents are slightly more likely to strongly agree or agree (43 percent) than to strongly disagree or disagree (37 percent) that such pressure creates incentives for community colleges to cut corners in trying to increase graduation rates.

Asked about the situation at their own college, 72 percent of presidents disagree – including 50 percent who do so strongly – that steps they have taken to increase completion rates have made those rates look better but not resulted in increased learning. However, 18 percent agree this has occurred.

Questions were raised about how community colleges have achieved gains after an exposé found the City Colleges of Chicago used some questionable methods to boost their graduation rates. Community college presidents view that case as an isolated incident rather than reflective of how other two-year institutions have made gains in graduation rates, with 66 percent holding this view.

Many experts predict that community colleges will see significant turnover of their presidents in the next few years.

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.

Pressure to show dramatic gains in graduation rates creates incentives for community colleges to cut corners on how they do so.	
% 5 / Strongly agree	8
% 4	35
% 3	20
% 2	17
% 1 / Strongly disagree	20
I worry that some reforms encouraged as part of the "completion agenda" may not result in increased learning.	
% 5 / Strongly agree	22
% 4	38
% 3	19
% 2	15
% 1 / Strongly disagree	6

STANDARDS FOR SUCCESS (cont.)

My community college has taken steps that improve the way our completion rates look, but don't necessarily improve student learning.	
% 5 / Strongly agree	6
% 4	12
% 3	11
% 2	22
% 1 / Strongly disagree	50
The Chicago case is an isolated incident and does not reflect the way most community colleges who have made gains in degree completion have accomplished that goal.	
% 5 / Strongly agree	33
% 4	33
% 3	20
% 2	10
% 1 / Strongly disagree	5

Attitudes on the “completion agenda” are similar to a year ago. However, the 18 percent who strongly agree or agree their college has taken steps to improve how completion rates look – but without improving learning – is slightly higher than the 10 percent measured in 2018.

INSTITUTION AND PERSONAL DEMOGRAPHICS

What is your age?	% Overall
Younger than 30	0
30 to 39	2
40 to 49	11
50 to 59	34
60 to 69	45
70 and older	9

What is your gender?	% Overall
Male	67
Female	33

How many years have you served as the president at this institution?	Overall %
Less than six months	3
Six months to less than three years	28
Three years to less than five years	23
Five years to less than 10 years	31
10 or more years	14

How many years have you served as the president at any institution?	Overall %
Less than six months	4
Six months to less than three years	19
Three years to less than five years	19
Five years to less than 10 years	33
10 or more years	25

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