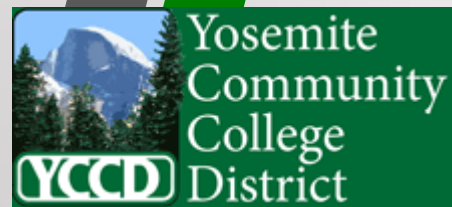


# Board Development Workshop

Douglas Houston, Chancellor  
Brent Haste, Trustee & former Board President  
Yuba Community College District

March 29, 2017





What would make today a success?

What would you like to accomplish?

# Why are we here today?

## **This is a time of change for the Yosemite CCD**


- Change in Board membership
  - Change in Style and Expectations
- Search for new Chancellor
- Opportunity to establish relationship you want with new CEO



# The Board/CEO Team

# The Board/CEO Team

- What are the attributes of an effective trustee / board?
- What are the characteristics of an effective CEO/board relationship?



Let's review  
the Trustee's and the Board's roles.

# Board & Trustee Roles \*

- Trustee Role as elected member of Governing Board
- Trustee/Board Role with Institution
- Trustee/Board Role with CEO

\* Drawn largely from CCLC's  
*BOARD AND CEO ROLES: DIFFERENT JOBS; DIFFERENT TASKS*



## Reflection

What does “good” Trusteeship look like?



# Trustee as an Elected Official

You are elected to a Local Government established by statute (Government Code and Education Code)

- Open Meeting Laws (Brown Act)
- Ethical Conduct & Conflict of Interest
- Lead the institution through effective governing policies



# Boards lead institutions through governing policies

As an individual trustee you do not direct the activities of the CEO or the college district; only the Board has these authorities.


# Trustee as Board member

## **A Trustee is a member of a Team**

- Work with other trustees & CEO as a team
- Prioritize the work of the Board through the Chair
- Define/fulfill officer & committee responsibilities
- Participate in board self-evaluation
- Be prepared and contribute to board deliberations
- Establish/follow rules for public participation  
(Meetings 'in front of' the public, not with the public)

# Trustee as a member of a Team


- Be prepared
- Be engaged
- Be respectful
- Be candid
- Be reflective
- Be supportive



Closing thoughts on:  
What does “being a good team member” look like?


# Trustee's role as Community & State Leader

- Stay current; commit to continuing education
- Educate yourself and others about community needs
- Represent community interests in decision-making
- Be visible in the community
- Secure support from local leaders
- Advocate with community, state and nationally



# Trustee's role as Community & State Leader

As an individual Trustee you do not speak for the Board, or the District; only the Board Chair/President and the CEO have these authorities.



Closing thoughts on:  
What does “good” Trusteeship look  
like?





## Reflection

What does “good” look like  
in Trustee’s / Board’s Role with  
Institution?

# Trustee/Board Role with Institution

- In Institutional Governance & Policy Leadership
- In Fiscal Planning & Oversight
- In Educational Quality & Student Success
- In Planning and Institutional Effectiveness



## Reflection

What is the Board's role in Governance?

# Governance

## Organizational Structure

- Ensure district organization encourages participation in decision-making; leaves final decision to Board/designee
- Respect the district organization and academic culture
- Set and follow protocols for communicating with college staff and students
- Advocate district goals, programs and values to the community
- *Board Policy 2200, 3100*

# Governance

## Local Decision-Making

- Ensure that faculty, staff, and students are appropriately consulted
- Consider faculty, staff, and student recommendations as appropriate
- Make decisions, direct CEO to implement, hold CEO accountable
- *Board Policy 2200, 2510*

# Governance

## **Board Conduct - Ethics & Conflicts of Interest**

- Establish and periodically review a board code of ethics/standards of good practice
- Observe codes of ethics and standards of practice
- Avoid conflicts of interest and the appearance of conflicts
- *Board Policies 2710, 2712, 2715, 2716, 2717, 2720*

# Governance

## Labor Relations / Collective Bargaining

- Set parameters for negotiations
- Ensure representatives bargain in good faith
- Monitor progress of negotiations
- Attempt to reach agreement with employee units
- *Board Policies 2200, 2610, 7140*

# Governance

## Policy Leadership

- Consider key trends and issues in policy decisions
- Require that policies are up-to-date
- Monitor policy implementation and adherence
- Inform/influence State & National policy-making
- Delegate authority to administer policies & Board decisions
- *Board Policy 2200, 2410, 2430, 2430.1*



# How?

How do you fulfill your role in Institutional Governance:

- ... as a Trustee?
- ... as a Board?
- Any examples?



## Reflection

What is the Board's role in Fiscal & Property stewardship?

# Fiscal & Property Responsibilities

## State Planning

- Monitor economic and education trends
- Inform/influence State and National fiscal planning

## Local Planning

- Evaluate and address long-term obligations
- Establish policies/standards for fiscal planning
- Consider, adopt, monitor and revise the annual budget
- Monitor the District's fiscal condition – short & long-term
- Monitor the District's facilities condition – short & long-term
- *Board Policies 6100, 6200, 6250, 6300, 6315, 6320, 6400, 6540, 6550, 6600, 6700*

# How?

How do you fulfill your Fiscal & Property Responsibilities:

- ... as a Trustee?
- ... as a Board?
- Any examples?



# Reflection

What is the Board's role:

in Educational Quality and Student Success?

in Planning and Institutional Effectiveness?

# Educational Quality & Student Success

- Require and set standards for student success
- Ensure college plans address student and community needs
- Monitor institutional performance
  - Compliance with legal and policy standards
  - Program quality
  - Planning and implementing plans
  - Employee performance and quality
- Oversee & participate in Institutional Effectiveness review & the Accreditation process
- *Board Policies 4100 through 5800*

# Planning & Institutional Effectiveness


- Require and set standards for student success
- Ensure college plans address student and community needs
- Monitor institutional performance
  - Compliance with legal and policy standards
  - Program quality
  - Planning and implementing plans
  - Employee performance and quality
- Oversee & participate in Institutional Effectiveness review & the Accreditation process

# How?

How do you fulfill your role in Educational Quality & Student Success and in Planning & Institutional Effectiveness:

- ... as a Trustee?
- 
- ... as a Board?
- Any examples?





Closing thoughts on:  
What does “good” look like  
in Trustee’s / Board’s Role with  
Institution?



# Board / CEO Relations

# Board & CEO Relations

- Conduct the search & employ the CEO
- Establish expectations for CEO performance
- Delegates authority to CEO as Board's only employee (*Board Policies 2430, 6100, 7110*)
- Support the CEO
- Evaluate the CEO (*Board Policy 2435*)
- Maintain a strong board/CEO partnership

# Trustee's role with CEO

## As a member of a Governing Board:

- With the Board, set the policy direction for the institution
- With the Board, delegate full responsibility to the CEO
- With the Board, hold the CEO accountable
- Do not bypass/work-around the CEO
  - It undermines Board's duty to set direction
  - It undermines CEO's delegated authority
  - It limits Board's ability to hold CEO accountable

# Trustee's role with CEO

- The CEO is the only Board employee
- The CEO takes direction from the Board
- Individual trustees have no individual authority
- Trustees support CEO through counsel and advocacy  
Trustees keep CEO informed (“no surprises”)
- CEO supports Trustees through counsel and advocacy  
CEO keeps Board informed (“no surprises”)
- With the Board, trustees support the CEO's continued professional growth



## Reflection

What does “good” look like  
in regards to Board/CEO Relations?


# In short ...

The Board is responsible for

“the WHAT;”

The CEO is responsible for

“the HOW.”



Closing thoughts on:  
What does “good” look like  
in regards to Trustee/CEO Relations?





Lunch Break



# Board Self Evaluation

# CEO & Board Evaluations

## YCCD Board & CEO Evaluations

### CEO Evaluation

Overall Performance

Review of Priorities and Goals

General Characteristics

Relationship with Board

Educational Leadership

Human Resources & Faculty, Staff  
Relations

Fiscal/Facilities Planning & Oversight

Community, State, & Public Relations

Personal Qualities

Areas of exceeded expectations

Areas for increased focus and  
development

### Board Self Evaluation

Overall Board Performance

Board and CEO Effectiveness

Individual Member Effectiveness

Strategic Dimension

Analytical Dimension

Educational Dimension

Contribution Dimension

Personal-Interpersonal Dimension

Areas of excellence & strength

Areas for additional focus and  
development

# Board Self Evaluation

## Overall Board Performance

Board and CEO Effectiveness

Individual Member Effectiveness

Strategic Dimension

Analytical Dimension


Educational Dimension

Contribution Dimension

Personal-Interpersonal Dimension

Areas of excellence & strength

Areas for additional focus and development



Closing thoughts on:  
What does “good” look like  
in Board’s Self Evaluation?



# Board Evaluation of CEO

# CEO & Board Evaluations

## YCCD Board & CEO Evaluations

### CEO Evaluation

Overall Performance

Review of Priorities and Goals

General Characteristics

Relationship with Board

Educational Leadership

Human Resources & Faculty, Staff  
Relations

Fiscal/Facilities Planning & Oversight

Community, State, & Public Relations

Personal Qualities

Areas of exceeded expectations

Areas for increased focus and  
development

### Board Self Evaluation

Overall Board Performance

Board and CEO Effectiveness

Individual Member Effectiveness

Strategic Dimension

Analytical Dimension

Educational Dimension

Contribution Dimension

Personal-Interpersonal Dimension

Areas of excellence & strength

Areas for additional focus and  
development

# CEO Evaluation

## Overall Performance

Review of Priorities and Goals

### General Characteristics

Relationship with Board

Educational Leadership

Human Resources & Faculty, Staff Relations

Fiscal/Facilities Planning & Oversight


Community, State, & Public Relations

Personal Qualities

Areas of exceeded expectations

Areas for increased focus and development





Closing thoughts on:  
What does “good” look like  
in Board’s Evaluation of CEO?



# **Fostering Excellence in Community College Leadership**

# California CEO turnover

- Nationally the average tenure of Board-level CEOs is 7 years.
- The average tenure of Board-level CEOs and of Multi-College District Presidents was 3.5 years in 2015.

# The CEO Search

A successful search reflects well on the district and the Board:

- Give adequate thought to organizational needs.
- Thoroughly discuss the leadership needed by the district.
- Involve key constituencies and communicate the process.
- Communicate with candidates about the timeline.
- Allocate sufficient funds and personnel to the search.
- Move swiftly to closure once the application period closes.
- Set expectations and support the new CEO.

*Paraphrased from CCLC's Trustee Handbook 2015 ed.*

# Conducting the Search

- YCCD “piloted” the Aspen Hiring Toolkit for the Aspen institute in 2 Presidential searches prior to its publication
- Have now incorporated the criteria one VP search and six Dean searches
- We have incorporated the ‘criteria’ in performance evaluation expectations

# Search Criteria

- Committed to Student Access and Success
- Takes Strategic Risks
- Results-Oriented
- Communicates Effectively
- Builds Strong Teams
- Establishes Urgency for Improvement
- Plans Lasting Internal Change
- Financial and Operational Ability
- Entrepreneurial Fundraiser
- Develops Effective External Partnerships

# Conducting the Search

- YCCD “piloted” the Aspen Hiring Toolkit for the Aspen institute in 2 Presidential searches prior to its publication
- Criteria now incorporated into all administrative searches (VP search, one campus Provost and six Dean searches)
- Criteria also incorporated in performance evaluation expectations for all administrators



# Supporting the New CEO



# Typical “New CEO” challenges

- Board/Trustee relations
- Collective bargaining relationship \*
- Participatory Decision-making \*
- California Law and Regulations \*
- Foundations & Fund-raising
- Accreditation
- GO Bond elections and building programs
- Media relations

*\* particularly for CEOs who are new to California CCs*

## Typical “New CEO” challenges

- Board/Trustee relations
- Collective bargaining relationships\*
- Participatory Decision-making\*
- California Law and Regulations\*
- Foundations & Fundraising
- Accreditation
- GO Bond Elections and building programs
- Media relations

**Typically aren't acquired  
in prior positions**

*\* particularly for CEOs who are new to California CCs*

# Supporting a new CEO

- Establish open/effective relationship from the beginning
- Discuss expectations from the beginning
  - Set short-term goals in first or second meeting
- Don't expect CEO to be a "finished product"
  - Invest in Continuing Education
  - Encourage networking and coaching
  - Connect your CEO with existing and emerging support solutions

# CEO Development Support solutions

- Harvard Institutes
- UT Austin - Executive Leader Institute
- AACCC's - Future Presidents Institute & President's Academy
- ACE Fellowship
- *Aspen/Stanford's Presidential Fellowship*
- ***Wheelhouse: The Center for Community College Leadership and Research*** (U.C. Davis / CCCCO Partnership)
- ***CEO Academy*** (CCCCO/CCLC/ACCCA partnership)



Comments / Questions?

# Did we accomplish what you wanted?

- What are the roles and attributes of an effective Trustee? an effective Board?
- What are the roles and attributes of an effective Board/CEO team?
- What relationship will you foster with the new Chancellor?
- What are the next steps for the Yosemite CCD Board?



# Thank you

Brent Hasteley, YCCD Trustee & past Board President  
[brent@hasteley.net](mailto:brent@hasteley.net)

Douglas Houston, YCCD Chancellor  
[dhouston@yccd.edu](mailto:dhouston@yccd.edu)