Board Development Workshop

Douglas Houston, Chancellor
Brent Hastey, 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
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 polices & Board decisions

*Board Policy 2200, 2410, 2430, 2430.1*
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 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 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 though 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

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| Areas of exceeded expectations                      | Areas of excellence & strength                             |
| Areas for increased focus and development           | Areas for additional focus and development                |
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- 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

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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 *
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- Foundations & Fund-raising
- Accreditation
- GO Bond elections and building programs
- Media relations

These skills 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
- AACC’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 / CCCC O 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

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