

Roles and Responsibilities of Trustees

Effective Trusteeship Workshop

January 24, 2014

Community College League of California



Presenters

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Mission

- ▶ California Education Code §66010.4
 - Primary
 - General Education
 - Transfer
 - Career Technical Education
 - AA/AS Degrees
 - Certificates
 - Essential and Important
 - Basic Skills
 - ESL
 - Student Support Services



Before 1990

California
Community
College
Trustees

California
Association of
Community
Colleges



1990

Community College League of California

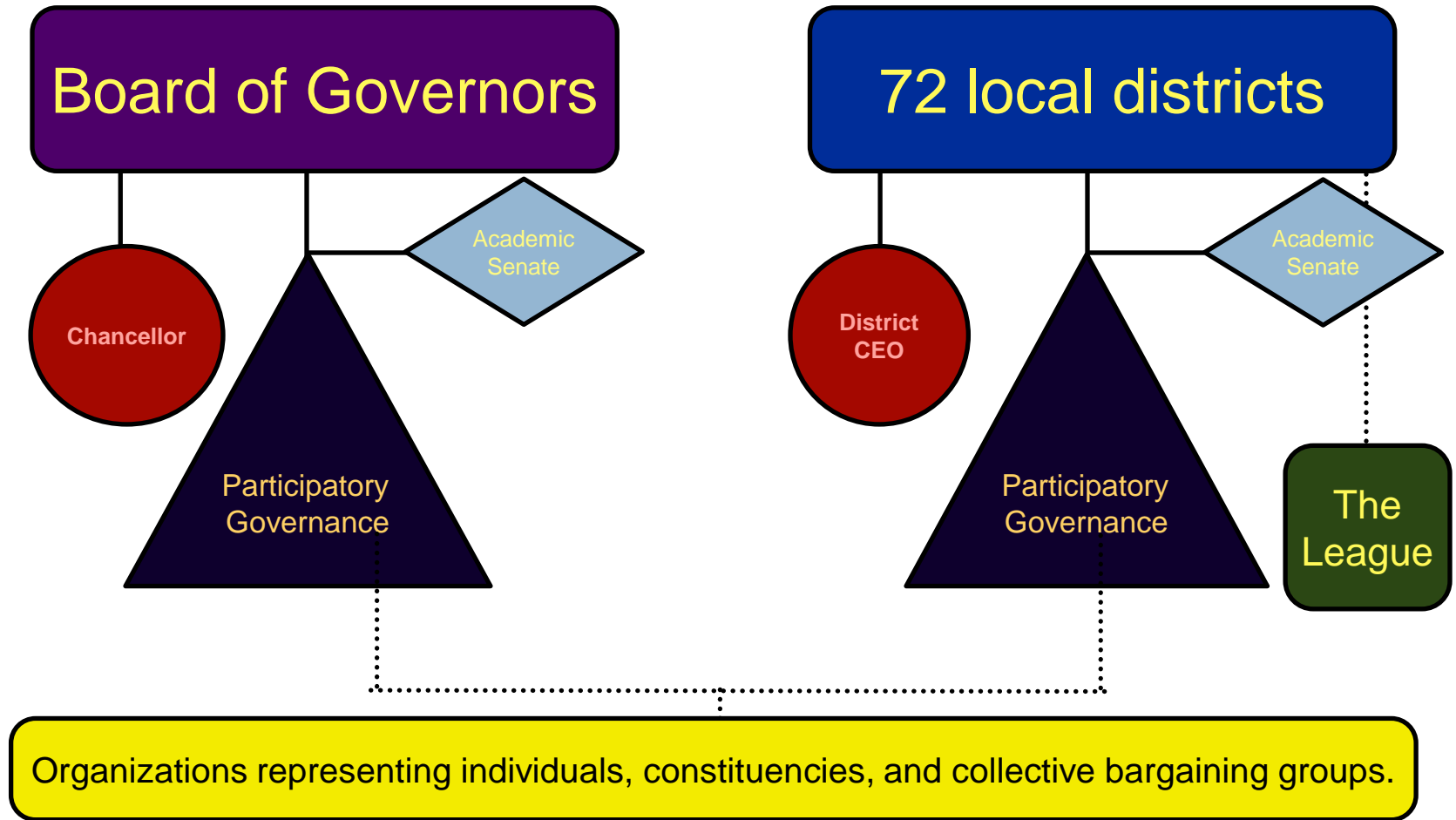
Advocacy. Leadership. Services.

California
Community
College
Trustees

Chief Executive
Officers of the
California
Community
Colleges



Bilateral Governance



Trusteeship

- ▶ Is about the college
- ▶ Is about the students
- ▶ Is about the community
- ▶ A trustee's job is not the same as your day job.
- ▶ Effective Trustee Boards ensure their students are successful and their communities thrive
- ▶ *It is Service to Others above Self*



A Few Simple Rules

- ▶ No surprises
- ▶ Listen more than you talk
- ▶ Listen carefully
- ▶ Beware of body language

Trustee Handbook

- ▶ Mission – page 3
- ▶ Governance of CCs – page 5
- ▶ Governing Board Role – page 23
- ▶ Ethics and Law – page 51
- ▶ Board Education – page 65



As a Member of a Lay Board

- ▶ You represent the entire community for the common good
- ▶ You embody broad values and diverse ideas
- ▶ You are not there to practice your profession or to represent a single interest or a single purpose



Areas of Trustee Responsibility

- ▶ Student Success Act, SB 1456
- ▶ Employ and Evaluate Your CEO
- ▶ Participatory Governance
- ▶ Advocacy and Community Relations
- ▶ Fiscal Responsibility
- ▶ Respond promptly to constituents; if you don't know the answer...say so, refer them to the CEO & follow-up
- ▶ Accreditation



ACCJC Data on Sanctions – 5 years

Colleges on Sanction January 2009 – January 2013

Top Deficiencies Causing Sanctions

COLLEGES ON SANCTION	PROGRAM REVIEW	PLANNING	INTERNAL GOVERNANCE	BOARD	FINANCIAL STABILITY OR MANAGEMENT
2009 SANCTIONS (N=24)	71% (17)	92% (22)	46% (11)	46% (11)	54% (13)
2010 SANCTIONS (N=19)	68% (13)	89% (17)	42% (8)	58% (11)	58% (11)
2011 SANCTIONS (N=21)	19% (4)	71% (15)	24% (5)	67% (14)	62% (13)
2012 SANCTIONS (N=28)	21% (6)	71% (20)	18% (5)	71% (20)	50% (14)
2013 SANCTIONS (N=25)	28% (7)	64% (16)	20% (5)	68% (17)	52% (13)

Please note category increasing in frequency in table above



Trustee Continuing Education

This is not optional, it's an accreditation requirement: see [Trustee Handbook page 65](#)

Where to get more education:

CCLC

Excellence in Trusteeship Program

Effective Trusteeship Workshop

Board Chair Workshop

Annual Trustees Conference

Annual Convention

CCLC Trustee online resources

Local Workshops – Ethics, Brown Act

Assoc. of Community College Trustees (ACCT)



Responsibilities

- Reports you must read...
 - Budgets and Quarterly reports
 - Audit & Accreditation
 - Student Success Scorecard
 - Institutional Effectiveness
 - Strategic Plans, Ed Master Plan, Facilities Master Plan
 - Salary Surfer
<http://salarysurfer.cccco.edu/Salaries.aspx>
- Meet and get to know the District's CEO
 - Your go-to person for College/District information
 - Schedule regular meetings before Board sessions for your questions.



Agriculture and Natural Resources

Display only programs with wage data

Agriculture and Natural Resources

Instructional programs that prepare individuals to apply scientific knowledge and methods, and technical skills, to support agribusiness and agricultural activities, such as management, production and propagation, supplies and services, mechanics, marketing, and horticulture.

Curriculum	Award Type	Median Annual Salary		
		2 Years Before	2 Years After	5 Years After
<input type="checkbox"/> Agricultural Power Equipment Technology	Certificate	\$27,866	\$35,943	\$37,553
<input type="checkbox"/> Agriculture Business, Sales and Service	Degree	N/A	\$40,929	N/A
<input type="checkbox"/> Animal Science	Degree	\$15,270	\$22,738	\$29,207
<input type="checkbox"/> Animal Science	Certificate	\$15,368	\$22,315	\$27,377
<input type="checkbox"/> Floriculture / Floristry	Certificate	\$31,145	\$31,165	\$36,025
<input type="checkbox"/> Forestry	Degree	\$38,839	\$36,323	N/A
<input type="checkbox"/> Horticulture	Degree	\$24,087	\$30,078	\$36,509
<input type="checkbox"/> Horticulture	Certificate	\$22,669	\$27,639	\$40,548
<input type="checkbox"/> Landscape Design and Maintenance	Degree	\$22,820	\$27,639	\$25,835
<input type="checkbox"/> Landscape Design and Maintenance	Certificate	\$26,539	\$33,350	\$35,867
<input type="checkbox"/> Turfgrass Technology	Certificate	\$35,882	\$45,569	\$58,364
<input type="checkbox"/> Veterinary Technician (Licensed)	Degree	\$14,520	\$32,864	\$35,119
<input type="checkbox"/> Viticulture, Enology, and Wine Business	Degree	\$24,378	\$31,508	N/A

Responsibilities

- ▶ Know your college's numbers!
 - What percentage of students get a certificate or a degree in six years?
 - What is the data by gender, age and ethnic/race of your students?
 - What percentage of your students must take remedial classes in English and math?
 - What percentage of those get to college-level classes?
 - What percentage of your students receive financial aid?

STUDENT SUCCESS UPDATE – March Meeting 3/17



Why Who You Represent is Important

- ▶ Management, Staff, Faculty & Students all have seats at the table.
- ▶ The Community is the only group missing.
- ▶ The Community is defined by the entire community not portions of the District or community based organizations.



Act as Community Bridge and Buffer

- ▶ You are the official link with the community
- ▶ Maintain a broad, externally orientated view
- ▶ Understand community needs and values
- ▶ Advocate for the district at local, state and federal levels
- ▶ Protect the college from inappropriate influence by single interests



Act as a Unit

- ▶ As a legal entity, has authority only when meeting together
 - No individual authority
- ▶ Uses the collective talents and diversity of skills, ideas and backgrounds to arrive at the best decision
- ▶ Support the decision of the majority once the decision is made, avoid trash talk/actions.



Boards Establish Policy

- ▶ **Trustee Boards thru policies define the “What” & “Why”.**
- ▶ **The Administration (CEO) establishes the “How” policy will be implemented.**
- ▶ **College staff are then charged with implementation.**
- ▶ **Accountability comes thru Data Collection & Reporting.**



The Policy Direction

- ▶ Focus on the future and on students
- ▶ Adopt mission, vision, and goals as policy
 - Know culture and history of colleges
 - Be aware of community values and needs
- ▶ Contribute to, question, act on, and develop policy as a team
- ▶ Establish expectations for results
 - Define the difference in the community because of your college
 - Define student success by using standards



Set Policy for District Operations

- ▶ Establish & uphold standards of ethics, respect, and prudence (walk the talk)
- ▶ Ensure adherence to law and regulation
- ▶ Provide direction for CEO/employee decisions and actions
- ▶ Frame college procedures thru Policies
 - Fiscal, Human Resources, Academic Affairs, Student Services, etc



Assure Fiscal Health

- ▶ Priorities and parameters reflected in policies
- ▶ The Budget is a policy document that supports student success
- ▶ Be aware of fiscal condition
- ▶ Focus on long range viability
- ▶ Coordination of campus educational and facilities master plans and maintenance
- ▶ Support foundation and fundraising



Establish Standards for Employer–Employee Relations

- ▶ Maintain an outstanding CEO/board relationship as a model
- ▶ Require that hiring, evaluation, and discipline processes are legal and equitable
- ▶ Support professional recognition and growth
- ▶ Expect faculty/staff involvement in decision-making
- ▶ Interact with staff members appropriately
- ▶ Ensure positive climate for collective bargaining



Set Standards for Education

- ▶ Expect/adopt an Educational Master Plan
 - Including Student Achievement Standards
- ▶ Focus on student success,_ expect data.
- ▶ Ensure college(s) meet or exceed accreditation standards
- ▶ Monitor quality using data / scorecard
- ▶ Uphold academic freedom and integrity



Assure Performance

- ▶ Monitor policy implementation
- ▶ Evaluate & hold CEO accountable for institutional performance using data
- ▶ Evaluate progress toward goals
 - Establish standards and measures
- ▶ Set timelines for monitoring and evaluation



Lead as an Effective Team

- ▶ Commit to being part of the board team
- ▶ Be aware of issues and trends
 - Allocate sufficient time and funds for learning
- ▶ Ask key constructive questions
- ▶ Engage in critical thinking and reading
- ▶ Act with intelligence, respect, trust, caring and integrity
- ▶ Be future oriented & focused on student success
- ▶ Be Ethical



Board Ethics

4 Questions to Ask Yourself – to help determine ethical behavior (Trustee Handbook page 52)

1. Am I doing to others what I would want done to me?
2. Would I mind seeing what I am doing on the front page of a newspaper?
3. Am I comfortable with members of my family knowing what I am doing?
4. Do I want to encourage employees and students to do this?



Personal Trustee Performance Checklist

- ▶ Am I prepared for Board & Committee meetings?
- ▶ Do I know and understand the College's mission and future plans.
- ▶ Do my actions and comments serve the entire college district?
- ▶ Do I work collaboratively with the CEO and my Board colleagues?
- ▶ Do I focus on student success in my decision making?
- ▶ Do I listen first? And look for data?



Trusteeship in a Nutshell

You are a member of a lay board, which AS A TEAM

- ▶ Establishes the vision and policy direction
- ▶ Employs a chief executive as the institutional leader
- ▶ Acts as the link to the community
- ▶ Establishes the climate in which educational goals are accomplished
- ▶ Defines prudent, ethical, and legal parameters for operations in policy
- ▶ Evaluates performance and policy implementation, and
- ▶ Operates as an effective TEAM



Effective Boards: The Research

- ▶ Work together as a team
- ▶ Build and maintain trust; avoid destructive conflict
- ▶ Are accountable and focused on results
- ▶ Act with intelligence, respect and integrity
- ▶ Are future-oriented
- ▶ Are committed to the college mission and student success
- ▶ Evaluate their own performance



The Board is **NOT** there to DO

- ▶ The board determines the WHAT
 - Broad policy goals and outcomes
- ▶ The board ensures that the DOING by others. . . .
 - Produces the desired outcomes, and
 - Is legal, ethical, and prudent



Your Commitment

- ▶ Contribute to the effective functioning of the board
- ▶ You are “always” a trustee
- ▶ You represent and serve the community at large, the public good
- ▶ Be willing to uphold principles of effective and ethical trusteeship



Grab a Paddle!



An empty canoe goes no where. It is not until paddlers get in it and together paddle the canoe towards a common destination can it ever reach its' goal.



Questions / Comments

- ▶ What else would you like to know?
- ▶ Do you disagree with anything I have said?

