



# Board Efficacy Study Session

Presented By: Laura Schulkind  
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# Agenda

- I. Introductions
- II. General Overview
  - Overarching principles for purposeful governance
  - Key steps for purposeful governance
- III. Trustee and Chancellor Input
- IV. Presentation of Draft Ground Rules for Consideration
- V. Adoption of Ground Rules

# Overarching Principles

- Board meetings are business meetings
- A board's only opportunity to move its program forward is at board meetings
- Boards:
  - Set policy
  - Establish the budget
  - Hire, supervise and fire the CEO
  - Oversee the legal conduct of the District
- Boards act as a body

# Purposeful Governance

- Adopt “ground rules”
- Review them regularly and make them part of board’s self-evaluation process
- Apply them consciously

# Trustee & Chancellor Input

- Board efficacy training isn't generic. It's grounded in your unique values, goals, policies, strengths and challenges.
- Where would you like training and support to be focused?

# Draft Ground Rules For Consideration

1. Ground rules are not rigid. They are a tool designed by those who will use them to advance their mutual interest in promoting effectiveness, civility, and willingness to compromise in their on-going work together on behalf of CLPCCD.
2. It is understood that how the Board operates internally; and how it engages with the Chancellor, college community, and public, impacts its effectiveness, the effectiveness of others in the college community, the District's work and educational environments, and potentially accreditation.
3. It is taken as a given that each Trustee and the Chancellor act in good faith on behalf of the District.

# Draft Ground Rules For Consideration

4. There will be robust, honest, respectful and patient debate on any matter of concern to a Trustee or the Chancellor that is within the purview of the Board.
5. Decisions will be based on relevant data and other reliable sources of information that have been made available to all members.
6. Trustees will avoid back-tracking: once the Board has heard and considered the views of its members and acted, all members will respect the action of the quorum, unless and until the Board takes up the matter again.

# Draft Ground Rules For Consideration

7. The Board will respect the requests of members to revisit issues when based on new information.
8. Trustees will hold each other accountable for following these ground rules. No single Trustee can sidetrack the Board without the Board's acquiescence.
9. Continued board development will occur through the purposeful application of these agreed-upon ground rules during productive work sessions.
10. By engaging in transparent professional development activities, the Board and Chancellor lead by example.

# Purposeful Governance In Action

## **Example:**

*The Vice Chancellor for Educational Services has provided a detailed report on student success and completion rates in the District. There is no pending action item regarding student programs or services. Trustee Smith is very engaged regarding student success issues and doesn't think the report provided enough information about the correlation between socio-economic status and student success.*

# Purposeful Governance In Action

## Ground rules applied in Trustee Request for Information Context:

1. Trustee Smith does not contact the Vice Chancellor directly to request additional information.
2. Trustee Smith also does not make an individual request for information to the Chancellor.

## This supports:

- Clarity of Board/Chancellor roles and effective Board/Chancellor communication.
- Board acting as a body. Decisions to burden staff with additional reporting responsibilities should be made collectively by the Board.

# Purposeful Governance In Action

## **Ground rules applied in Trustee Request for Information Context:**

3. Trustee Smith during open session (e.g. during trustee reports or requests for future agenda items) indicates her interest in further information.
4. Board President assesses level of interest for additional information and makes request to Chancellor if:
  - Consensus that this is a matter of interest; or
  - High interest of minority

# Purposeful Governance In Action

## **This supports:**

- Clarity of Board/Chancellor roles and effective Board/Chancellor communication
- Robust, honest and respectful debate on any matter of concern to a Trustee
- Board acting as a body
- Data-driven decisions
- No single trustee can disrupt a board without the board's acquiescence

# Adoption of Ground Rules

- Review draft ground rules handout
- Which ones apply?
- How would you reword to make them relevant and useful?
- What should be deleted?

# Application of Ground Rules

## Let's Talk!

- Robust:
  - That's the value of governance by a board
- Respectful:
  - Trust that your colleagues mean well...and consider that they might be right
- Efficient:
  - You are conducting a business meeting
  - You are deliberating with your fellow trustees in the presence of the public; you aren't talking to the public.

# Thank You

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