

Solano CCD Trustees' Retreat

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TEAMWORK

TEAMWORK IS THE ABILITY TO WORK

TOGETHER TOWARD A COMMON VISION. THE ABILITY TO

DIRECT INDIVIDUAL ACCOMPLISHMENT TOWARD ORGANIZATIONAL

OBJECTIVES. IT IS THE FUEL THAT ALLOWS COMMON PEOPLE

TO ATTAIN UNCOMMON RESULTS.

Introductions

T E A M W O R K

- Who are you?
- Where do you reside in the District?
- How long on the Board?
- Besides the Board – what is your occupation or you most liked hobby?

Retreat Agenda

T E A M W O R K

- Ground Rules
- Board Governance Discussion
- Accreditation Discussion
- Board Goals
- Discussion Summary

Proposed Ground Rules

T E A M W O R K

- Board Member Suggestions

Ground Rules

T E A M W O R K

- Be on time (from breaks, lunch, etc.)
- Everyone participates.
- Stay within the agreed upon objective / agenda.
- No private conversations.
- Say what's on your mind to all.
- Listen for content before forming an opinion (open your mind to others).
- Suspend judgment until there has been sufficient discussion and data.
- Be specific and use examples, provide data when possible.
- It is okay to disagree but be open to new ideas and don't be caught up in your own visions.
- All topics/issues are fair game.
- No cheap shots (woofing / trash talking).
- No Hogging / Frogging /or Bogging.

Board Discussion

TEAMWORK

- Why are Ground Rules important for your regular meetings as well?
- Will you commit to following Ground Rules during your meetings?

What Makes a High Performing Board?



TEAMWORK

- **The real challenge for Trustees isn't regulatory compliance—it's high performance. Setting standards of excellence for the College and themselves and measuring performance.**
- **To achieve high performance, Trustees need to systematically examine their purpose, practices, tasks, talents, information, and most importantly retain a climate of trust and respect.**

Board Governance

T E A M W O R K

The Board, working together as a unit, provides informed and skillful leadership that ensures improvement to your college for the benefit of both your community and your students.

The Community College Mission ...
Add Value to the Community



T E A M W O R K

- Ensure access to higher education for everyone
- Produce educated citizens who contribute to their communities
- Provide a skilled workforce for a strong economy
- Assist local communities to adapt to a changing environment



Student Learning Focus

T E A M W O R K

- At our core is Student Learning
- As Learners are our most important customers, their Success is critical.
- Everyone at the college from the Custodian to the President; is there to facilitate and support Student Learning and Student Success

Board Discussion

TEAMWORK

- Why does the Solano Community College District have a Board of Trustees?
- What is the Board's role at the District?

The Board's Mission

T E A M W O R K

- Govern the college for and on behalf of the community (the state and local community)
- Be the “voice” of the community as the Board’s primary relationship is with the external community (not as volunteer helpers of the college).
- Wisely define the visionary expectations for the College. (by establishing the vision and strategic goals)

Trusteeship in a Nutshell (1)



T E A M W O R K

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

- Establishes the vision and policy direction
- Employs a chief executive as the institutional leader
- Acts as a community bridge and buffer
- Establishes the climate in which educational goals are accomplished

Trusteeship in a Nutshell (2)

T E A M W O R K

- Establishes, thru Policy, prudent, ethical, and legal parameters for operations
- Evaluates performance and policy implementation (accountability), and
- Leads as a thoughtful, educated TEAM

The Board as a Team

T E A M W O R K

- Is the legal entity when working together as the governing board
- Uses its' collective talents and diversity of opinions, skills, ideas and backgrounds to arrive at the best decision
- Supports the decision of the majority once the decision is made

Great People or Great Board?



T E A M W O R K

“The most effective way to forge a winning team is to call on the player’s needs to connect with something larger than themselves.”

- Phil Jackson, Former Coach of the Chicago Bulls.

Board Discussion

T E A M W O R K

- Why did you run for the Board?
- What do you hope to accomplish as a Board member?

As a Board Member

T E A M W O R K

- You represent the entire community and its general citizenry (all groups)
- You support and encourage broad values and diverse ideas.
- Whereas, student trustees are members who are students

As a Member

T E A M W O R K

- Know history and mission of your college(s).
- Be aware of community values and needs
- Focus on the future
- Place service to others above self-interests.

A Trustee is not:

T E A M W O R K

- You are not there to represent your profession or a single/special interest
- You have no authority as an individual trustee to lead or direct
- You cannot make promises as an individual trustee for the Board or the College

Root of a Dysfunctional Board



T E A M W O R K

- **“Boards get dysfunctional when personal agendas outweigh public responsibility. This can happen any time to any Board, which is why focusing on the Board’s dynamics and having conversations about the source of the dysfunction are so important.”**
- Carly Florina – Ex. HP CEO

Board Functions

T E A M W O R K

- The Board Establishes Policy:
 - Contribute to, question, act on, and develop policy as a team
 - Establish expectations for the results of the institution's efforts
 - Is the difference in the community because of your college
 - Adopt mission, vision, and goals as policy

The Board

T E A M W O R K

- Acts as Community Bridge and Buffer
 - You link the institution to the community
 - Maintain a broad, externally-oriented focus
 - Inform the community of educational values, policies, and needs
 - Advocate with local and state elected officials
 - Resist inappropriate influence by special interests or self.

The Board Establishes the College's Climate

T E A M W O R K

- Board behavior sends a message
- Focus on Student Success & learning
- Focus on Community Service
- Support innovation and leadership

Do You Have an Engaged Culture?

T E A M W O R K

- Culture, by contrast, develops over time and tends to reward those who perpetuate it, making it difficult to change.
- Trust and respect between and among the Trustees is critical to the successful development of an engaged culture by the Board. Likewise the trust and respect between the Board and the CEO are also critical.

Common Board Problems

T E A M W O R K

- Disorderly discourse is created by:
 - One or two Board members dominating the conversations,
 - Rivalries, or
 - One way communication
- Board members who are disengaged.
 - Poor attendance at meetings
 - Not engaged in the discussions
- Board members lack of the understanding their job.

Board Discussion

T E A M W O R K

- How does your Board correct disorderly conduct on the part of a fellow trustee?
- Policies?
- Informal / Formal Steps?

Board Discussion

T E A M W O R K

- Why does the College have a President?
- What should the President's responsibility at the College be?

The Board employs the CEO

T E A M W O R K

- The CEO is **key** to accomplishing goals and the success of the College
- The CEO is a part of your Board's team
- You will delegate to and should support the CEO

CEO / Board Relationship

T E A M W O R K

- Build Trust between the Board & the CEO
- Avoid Public Conflict
- Expect & Provide Commitment to Board decisions
- Hold the CEO Accountable
- Focus on Results
- Maintain Open Communication
- The CEO is your **only** employee!

The Board Establishes the College's Climate (2)

T E A M W O R K

- Encourage/ support professional growth
- Ensure budget reflects educational priorities and college's mission
- Seek full participation as policies are developed



The Board Defines Operational Parameters

T E A M W O R K

- Standards for ethical, legal, and prudent operations
- Boundaries for college procedures and regulations
- Limits on CEO/employee decisions and actions

Board Discussion

TEAMWORK

- What will your Board do to improve your future relationship with the CEO?
- Where will you start?

The Board Leads as an Educated Team



T E A M W O R K

- Work as a Team
- Build trust, avoid destructive conflict, provide commitment, be accountable, and focus on results.
- Act with intelligence, respect, care, and integrity
- Be future-oriented

Trusteeship in Summary

T E A M W O R K

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

- Sets the policy direction (vision, mission strategies)
- Employs a chief executive as the institutional leader
- Acts as a community bridge and buffer
- *and.....*

Trusteeship in Summary

T E A M W O R K

- Establishes the climate in which educational goals are accomplished
- Defines prudent, ethical, legal parameters for operations
- Evaluates performance and policy implementation, and
- Leads as a thoughtful, educated team

The Board is **NOT** there to DO



T E A M W O R K

- The Board determines the WHAT (as an example the strategy)
- The Board ensures that the DOING by others. . .
 - Produces the desired outcomes, and
 - Is legal, ethical, and prudent

Effective Board Tips



TEAMWORK

- Focus on policy and institutional performance
- Provide proactive, visionary leadership
- Be externally focused
- Envision and shape institutional direction and assure that the mission is achieved

More Tips for Effectiveness



T E A M W O R K

- Build Trust
- Listen First
- Be Patient
- Respect Different Opinions
- Be Patient
- Speak in the Affirmative
- Drop the Ego
- No Personal Agendas
- No Pride of Authorship
- Hold yourself and others Accountable

Board Discussion

T E A M W O R K

- In all the high schools in your College's District for the past 4 years, ___% of all high school students entering the 9th grade fail to graduate after four years.
- Please consider this issue and agree upon 3 or 4 steps your college should consider in this matter?

Board Evaluation

T E A M W O R K

- Did you use your agreed upon ground rules during your discussion?
- Did the Board's discussion include budgetary direction?
- Are you all in agreement with the Board's action?

Board Discussion

TEAMWORK

- How will you measure success?

The Right Work

T E A M W O R K

- **Establishing and sticking to an overarching level of engagement helps Trustees set expectations and ground rules for their roles relative to the President's role.**

(Focus on “what” not the “how”, and don't allow your focus to be diverted.)

Action Plans

T E A M W O R K

The Board of Trustees must:

- Arrive at a strategic plan for the college in a timely manner
- Empower the staff to innovatively implement the strategy in a prompt, efficient and effective manner
- Measure performance!

Board Discussion

T E A M W O R K

- What is the governance problem identified by WASC that is adversely impacting your College's accreditation?
- What will your Board do to improve the Governance problem?
- When will these steps be accomplished?

Your questions?

T E A M W O R K



Questions

T E A M W O R K

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