



# **Developing an Effective Board-CEO, and Trustee-Trustee Leadership Partnership**

**ACCT**  
ASSOCIATION OF  
COMMUNITY COLLEGE TRUSTEES

February 14, 2016  
4:00 p.m.-5:00 p.m.

# New Trustee? New Board!

## *Building and Sustaining Positive Board Relations*

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A healthy governing board is essential to the leadership of the institution.

### What do new board members need to know?

- ▶ Serving your institution and meeting your community's needs.
- ▶ Getting to know your fellow board members, the president, and community at-large.
- ▶ Understanding the role of the college in the community.
- ▶ Understanding the trustees role and the role of the board.
- ▶ Standards of good practice and ethical dilemmas.



# ACCT Trustee Education Services

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- ▶ Board Retreats & Workshops
- ▶ Board Self-Assessment
- ▶ Presidential Evaluation
- ▶ Succession Planning
- ▶ Institutional Leadership Analysis
- ▶ Policy Review
- ▶ Mediation and Conflict Resolution

# What's the Value of Holding A Board Retreat?

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- Invest in the Professional Development of the Board
- Foster productive engagement
- Opportunity to learn and study
- Create a common vision
- Define goals, strategies and priorities
- Identify best practices
- Build team spirit
- Address conflict



# How Can The Board Empower The College?

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- ▶ Define the new and emerging leadership role for the Board
- ▶ Celebrate the accomplishments of the College
- ▶ Establish priorities for the Board
- ▶ Inspire the institution



# What Topics Should Be Covered?

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## Classic Topics

- Roles and Responsibilities of the Board
- Board-CEO Relationship
- Policy Governance vs. Policy Role
- Board Ethics-Good Practices
- Planning & Goal Setting
- Leadership Transition
- Board Role in: Strategic Planning/Accreditation/Advocacy
- Board Self-Assessment & Presidential Evaluation
- Mediation & Conflict Resolution

# Board Self-Assessment

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*Effective boards engage in a continuing process of self-assessment or evaluation of their performance.*

- Self-assessment helps boards to identify where they are performing well, and where they might improve.
- Self-assessment provides an opportunity to discuss board roles and responsibilities.
- Self-assessment can strengthen communication and understanding among board members, and can lead to stronger, more cohesive working groups.
- Self-assessment serves as a model for the rest of the institution. It indicates that board members take their responsibilities very seriously.

# What Criteria Could Be Used?

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- ▶ Board Organization
- ▶ Policy Role & Direction
- ▶ Board-President Relations
- ▶ Community College and Student Relations
- ▶ Community Relations
- ▶ Standards for College Operations
- ▶ Board Leadership
- ▶ Advocating for the College
- ▶ Board Education



# Presidential Evaluation

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Evaluating the president is one of the central functions of the Board of Trustees.

A mutually agreeable evaluation process creates a proactive forum where the leadership needs of the institution, and the new and emerging leadership role for the board and president, can be considered.



# Presidential Evaluation...

- ▶ Should be a rewarding experience
- ▶ Provides an opportunity for the board to take stock of his or her contributions
- ▶ Establishes a learning agenda around emerging issues and needs
- ▶ Strengthens the board/president relationship
- ▶ Clarifies expectations of the Board and President
- ▶ Fulfills contractual obligations
- ▶ Develops a positive climate for growth

# What is the Value of Succession Planning?

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- Sets board and institution up for success
- Provides a road map in the event of planned or unplanned leadership transition
- Supplies a clear picture of “what happens if/when . . . .”

# Effective Succession Planning

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- ▶ Determine what is important, what you value, and what cultural values you reflect.
- ▶ Identify the values that bring cohesion and progress to the college.
- ▶ Provide clear guidance on how the board should prepare for unexpected transition in leadership for the president and the board, including protocol for informing the college, the public and key stakeholders.
- ▶ Provide general information and past practices related to how to prepare to conduct a presidential search.

# Institutional Leadership Analysis



# What is Institutional Leadership Analysis?

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- ▶ Executive administrative organization is examined for efficiency and redundancy
- ▶ Key stakeholders' insight provide a basis for this examination
- ▶ Roles and responsibilities as well as chains of command are analyzed and studied to inform the effectiveness of current structure



# SUCCESSFUL LEADERSHIP TRANSITION

# Supporting Stable Leadership

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*What do new presidents need to know? Starting off on the right foot will establish a healthy relationship and allow you to achieve your goals.*

- Make use of the talents and expertise of your board
- Understand the culture of the college and community
- Set and agree upon realistic targets and metrics
- Build an effective leadership team
- Run effective meetings
- Develop connections and partnerships
- Define communication strategies
- Develop student success strategies
- Use data to inform policy development

