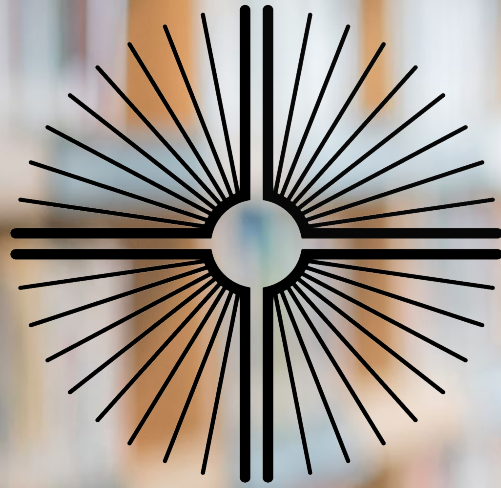


2020
Effective
Trusteeship
Workshop

BOARD CHAIR
WORKSHOP



COMMUNITY
COLLEGE LEAGUE
OF CALIFORNIA



Board Chair Workshop

PRESENTERS

Donna Miller

Former Trustee, No. Orange County CCD

Cheryl Marshall,
Chancellor, No. Orange County CCD

Dianne McKay

Trustee, Ventura County CCD



COMPLETE A 4/6 CARD WITH A QUESTION OR EXAMPLE

• When you arrive, please take a 4/6 card and write an anonymous question about one of the 3 main topics, or provide an example of a problem you have experienced related to these topics and need recommendations for handling the issue. Please put the number of the topic your question relates to.

1. Role of the Board Chair
2. Effective meetings & Difficult people
3. CEO perspective on Board Chair's role



Agenda

1. Role of the Board Chair
& Engaging Students, the Public & Others
2. Skills for Managing Meetings
& Tips for Effective Meetings Even with
Difficult People
3. CEO Perspective of Board Chair's Role
4. Break out Q & A sessions between each
segment



THE ROLE OF THE CHAIR

Dianne B. McKay, *Trustee*
Ventura County
Community College District



WHAT DOES IT TAKE TO BE AN EFFECTIVE BOARD CHAIR?

- Commitment
- Ability to preside over board meetings
- Understanding of the issues & challenges facing the district and/or the board



AN EFFECTIVE BOARD CHAIR UNDERSTANDS:

- The role of a trustee
- The board chair's role and how not to over-step or exceed it
- The importance to work closely with & support the CEO



EFFECTIVE BOARD CHAIRS

- Always thinking about what is best for the institution
- Encourage full board participation
- Know how to embrace a new board makeup



THE AMOUNT OF TIME DEPENDS ON:

- Many things.
- Will likely be more than expected.



‘COMMITMENT’

- Preside over all board meetings
- Hold board members accountable
- Attend to CEO's well-being
- Maintain positive image of the district in the community
- Attend state and national conferences



AUTHORITY OF THE BOARD CHAIR

- More responsibility, no more authority
- Board chair defends the board's decisions (even if he/she voted against it)
- Enforcer role



COMMON CHALLENGES BOARD CHAIRS FACE:

- Going from one to 1/5 (or 1/7):
how to function as a board
- Members are unclear of the role
of a California Community
College Trustee
- Members are unclear as to the
difference between oversight and
micromanaging



COP- ENFORCING ROLE

- **Brown Act** – Don't encourage or allow violations of serial communications
- **Conflicts of Interest** – regular monitoring because even the appearance of a conflict can damage the District
- **Ethics Policy**- primary enforcer, must be willing to impose sanctions & other forms of discipline specified in Ethics Policy



SET THE BAR HIGH

- Do not publicly challenge or ridicule the CEO or other staff publicly
- Do not tolerate other board members disrespecting staff or staff's work in public
- Do not 'play' to the audience



RESPECT THE CEO AS BOARD'S ONLY EMPLOYEE

- Delegate authority
- Outwardly value and support the CEO
- Respectfully defer to his/her role as the face and voice of the district
- Don't go to other staff for information without discussing with CEO = no end runs



CONDUCT IN BOARD MEETINGS CAN MODEL BEHAVIOR FOR ALL DISTRICT MEETINGS

- Model civility
- Model professionalism
- Model commitment to the mission
- Expect all board members to do the same



ENGAGING OTHERS

- Encourage genuine participation by Student Trustee
- Public Comment – *when and how*
- Respecting role of Academic Senate
- WASC – what it says must be done



EFFECTIVE STUDENT PARTICIPATION

Create an environment that **GENUINELY** encourages and welcomes student participation

- Ensure the role of the Student Trustee is clearly delineated
- The Education Code requires one non-voting student member – give it meaning & purpose
- Ensure there are opportunities for meaningful participation in board meetings
 - For Students to make reports
 - Consider taking the Student Advisory Vote **FIRST**



PUBLIC RIGHTS

Comments or conduct by the public that disrupt the meeting can be restrained even in the rough times

- Be consistent
- A sense of humor helps, if possible and sometimes it's not.
- Penal Code section 403 prohibits acts that disturb or break up a lawful assembly or meeting



ROTATION vs. ELECTION of OFFICERS

- Being an effective chair depends on having time, experience, knowledge of issues and good leadership and interpersonal skills
- Not everyone can be an outstanding Chair
- Some Trustees may be ill-suited to be Chair, be honest about it



ROTATION vs. ELECTION of OFFICERS

The 2013 Trustee Survey found: Board chair position rotates through all members:

- **39%** Always
- **17%** With some exceptions
- **35%** Other, or no expectation for position to rotate through all members
- In general, the vice chair is expected to move into the chair position. 35% of the districts have a formal policy or procedure on board chair rotation; the remainder have an informal practice.



ROTATION vs. ELECTION of OFFICERS

- The most important consideration in electing the board chair is time and skills needed to provide outstanding leadership for the board and to work closely with the CEO.



DISCUSSION QUESTIONS

- What idea from the presentation did you find most useful? Why?
- What is an example of a Board behavior/problem/or positive examples that relates to this idea? (The examples can be hypothetical, general, or specific)
- What idea from the presentation did you not find particularly useful? Why?
- What question do you have about anything that was part of the presentation?
(Discuss/brainstorm with your group)



EFFECTIVE MEETING TECHNIQUES TO ACHIEVE RESULTS & COMPLY WITH ACCREDITATION REQUIREMENTS

Donna Miller, *Former Trustee*

North Orange County
Community College District



TOPICS WE WILL COVER:

1. Agenda preparation
2. Chairing effective meetings using parliamentary procedures
3. Dealing with difficult people
4. Strategies for managing conflict



Standard IV: Leadership & Governance

- Through established governance structures, processes and practices, the governing board, administrators, faculty, staff and students work together for the good of the institution.
- Leadership roles & the institution's governance & decision-making policies, procedures and processes are regularly evaluated to assure their integrity & effectiveness
- The governing board acts as a collective entity. Once the board reaches a decision, all board members act in support of the decision.
- The governing board is an independent policy-making body that reflects the public's interest in the institution's educational quality. It advocates for and protects it from undue influence or political pressure.
- The governing board delegates full responsibility to the chancellor to implement policies without board interference



I. GUIDING PRINCIPLES FOR DEVELOPING AGENDAS

The agenda is driven and created by the District – CEO:

- Create a clear, written process by which items are submitted to the administration to be placed on the agenda
- Reduce the type of items that must come to the Board
- Have a clear process to ensure the CEO marshals the proper presentation content to assure prompt decision-making by the Board



EXAMPLES OF STREAMLINING THE AGENDA

- Increased the amount for food purchases for meetings/events to \$5,000
- Board approval is no longer required for out of state field trips
- List of account transfers restricted to those \$10,000 or more
- Amount for approving consultants raised from \$15,000 to \$25,000



NORTH ORANGE GUIDELINES

- Goal is for meetings to end by 7:30 (We begin at 5:30 & meet twice a month)
- Board members submit agenda questions by 10:00 a.m. on Monday
- Board members re-ask questions only in exceptional circumstances



NORTH ORANGE GUIDELINES (cont.)

- Enforce the 3 minute time limit for public comments
- Restrict Board comments to items relating to the District
- Chancellor's Reports limited to 10 minutes
- President's reports once a month



II. USING PARLIAMENTARY PROCEDURES TO EFFECTIVELY CHAIR MEETINGS

Guiding principles to “Work together for the good of the institution” (WASC)

- The Chair is in charge of the meeting
- Ask “Did the meeting produce results?”
- Ask “Was the process of the meeting appropriate & efficient?”
- Follow parliamentary procedures rules to respect the wishes of the majority & protect the rights of the minority



PARLIAMENTARY PROCEDURE:

- Require that a motion be made before discussion begins
- Recognize people equally
- Be as neutral as possible-Let others speak before you speak on an item
- Comments should be directed to the Chair
- If necessary, remind people to keep their comments to the agenda item



GUIDELINES FOR THE BOARD CHAIR

- “All persons present at a meeting have an obligation to obey the legitimate orders of the Chair”
- “In dealing with any case of disorder, the Chair should maintain a calm, deliberate tone-although the Chair may become increasingly firm if the situation demands it.”



GUIDELINES FOR THE BOARD CHAIR (cont.)

- “If an offense is serious, such as when a member repeatedly questions the motives of other members by name or persists in speaking on completely irrelevant matters, the Chair should warn the member and then has the authority to declare the member out of order and direct them to discontinue speaking” (RR of O, 2000)



SANCTIONS & DISCIPLINE

- In extreme cases, the body can vote to sanction or penalize a violating member
- If a person is declared out of order by the Chair, the person can appeal the decision of the Chair
- ***This takes precedence over any other question***
 - ✓ *Must be seconded*
 - ✓ *Is not debatable if it relates to indecorum or transgression of the rules of speaking*
 - ✓ *Is not amendable*
 - ✓ *A majority or tie vote sustains the decision of the Chair*
 - ✓ *It can be reconsidered*



The Body Can Vote to Close Debate

(and the chair can suggest this)

- Requires a second
- Is not debatable
- Is amendable
- Requires a $2/3$ vote

Frequently referred to as “call the question”



The Body Can Move to Limit Debate

Sets a specific time for debate to end

- It may not interrupt
- It requires a second
- It is not debatable
- It is amendable
- It requires a 2/3's vote
- Can be reconsidered at any time before the order limiting debate is exhausted



COMMUNICATION TIPS FOR CHAIRING COMMITTEES

- **Expedite:** “Are we ready to move on/decide?”
- **Paraphrase:** “What I understand you to mean is.....”
- **Be a gatekeeper:** Make sure everyone has the opportunity to speak



III. DEALING WITH DIFFICULT PEOPLE

- Respond assertively by using
 - **Fogging:** *Briefly paraphrasing/repeating their comment*
 - **Broken record:** *Repeat your decision as Chair*
- Recognize their need for positive comments;
- Recognize their need to not be imposed upon
- Determine “Who owns the problem??”
 - *(The person who is unhappy owns the problem and is responsible for solving it!)*



FIVE STEPS IN THE DIRECT EXPRESSION OF FEELINGS

1. State the feeling:

- “**I feel** uncomfortable and concerned.”
- I feel “angry, upset, annoyed”

***Handy Hint:** Keep this simple and just state what you are feeling.*



FIVE STEPS IN THE DIRECT EXPRESSION OF FEELINGS

2. Behavioral Description:

Describe the behavior that is related to the feeling in Step 1.

“The local newspaper reported you said that the Chancellor does not value our employees and you were unhappy with the small amount of the salary increase.”

Handy Hint: The behavior didn’t CAUSE the feeling, YOU decided to feel that way! This also should be a DESCRIPTION, not an evaluation of their behavior.



FIVE STEPS IN THE DIRECT EXPRESSION OF FEELINGS

3. Describe Two Possible Alternative Explanations for the Person's behavior

“Perhaps they misquoted you or
pressured you for your
comment.”

***Handy Hint:** Many time people do not have a
negative intention and do not know something
bothers you.*



FIVE STEPS IN THE DIRECT EXPRESSION OF FEELINGS

4. Behavioral Description

Prescribe what you would like the person to do in the future.

“I think it is important that we support the Chancellor and our decisions as a Board and do not criticize them publicly.”

Handy Hint: Make sure you avoid evaluating and simply describe the behavior you would appreciate.



FIVE STEPS IN THE DIRECT EXPRESSION OF FEELINGS

5. Request Feedback

Indicate your willingness to hear the person's point of view.

*“How do you feel about that?
I would really like to work this
out.”*

Handy Hint: Be genuine in wanting to hear the other person's point of view.



REVIEW OF 5 STEPS

1. State your feeling
2. Describe the behavior that is related to your feeling.
3. Offer alternative explanations for the person's behavior.
4. Prescribe what you would like the person to do in the future.
5. Request feedback (and listen!) to the other person.



IV. CONFLICT RESOLUTION TECHNIQUES

- **Avoid negative ways of dealing with conflict:**
 - *Pseudo-accommodator*
 - *Belt-liner*
 - *Blamer*
 - *Distracter*
 - **Avoider*
 - **Gunny sacker*
 - **Joker*
 - **Guilt maker*



INITIATING CONFLICT

- Avoid evaluating the other person's motives and making attributions
- Engage in Dual Perspective
- Think about what you will say before you confront the other person
- Phrase your request in a way that focuses on common ground



RESPONDING TO CONFLICT

- Hear the person out/Don't interrupt/Express concern
- Paraphrase your understand of the other person's concerns/Ask questions
- Meet privately with the colleague
- Suggest a Board retreat focused on conflict resolution



RESPONDING TO CONFLICT

- Respond with empathy/Hear the person out/Don't counter attack
- Ask the other person what solutions would make them happy
- Avoid “always” and “never”



APPROACHES TO CONFLICT

- **Win/Lose:** One party gets satisfaction
- **Lose/Win:** The other party is satisfied
- **Lose/Lose:** Neither party gets satisfaction
- **Win/Win:** Both parties feel satisfied



COLLABORATIVE CONFLICT MANAGEMENT

- Define the problem
- Analyze the problem (What factors are contributing to the problem?)
- Develop criteria for selecting a solution
- Generate many solutions (Brainstorm)
- Select the solution that best meets the criteria identified
- Implement the solution & determine if/when you want to evaluate its' success



BREAKOUT

Q & A

FOR ISSUES JUST PRESENTED



DISCUSSION QUESTIONS

- What idea from the presentation did you find most useful? Why?
- What is an example of a Board behavior/problem/or positive examples that relates to this idea? (The examples can be hypothetical, general, or specific)
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(Discuss/brainstorm with your group)



TEN MINUTE BREAK

**WHICH MEANS=
IN 10 MINUTES
WE WILL BEGIN AGAIN**



NORTH ORANGE COUNTY
COMMUNITY COLLEGE DISTRICT

CEO's PERSPECTIVE

Role of the Board Chair and CEO Relationship

**Cheryl Marshall, Chancellor,
North Orange County Community
College District**



TRUE or FALSE?

The job of a chancellor is different from a college president.



NORTH ORANGE COUNTY
COMMUNITY COLLEGE DISTRICT



SAN DIEGO
COMMUNITY COLLEGE
DISTRICT

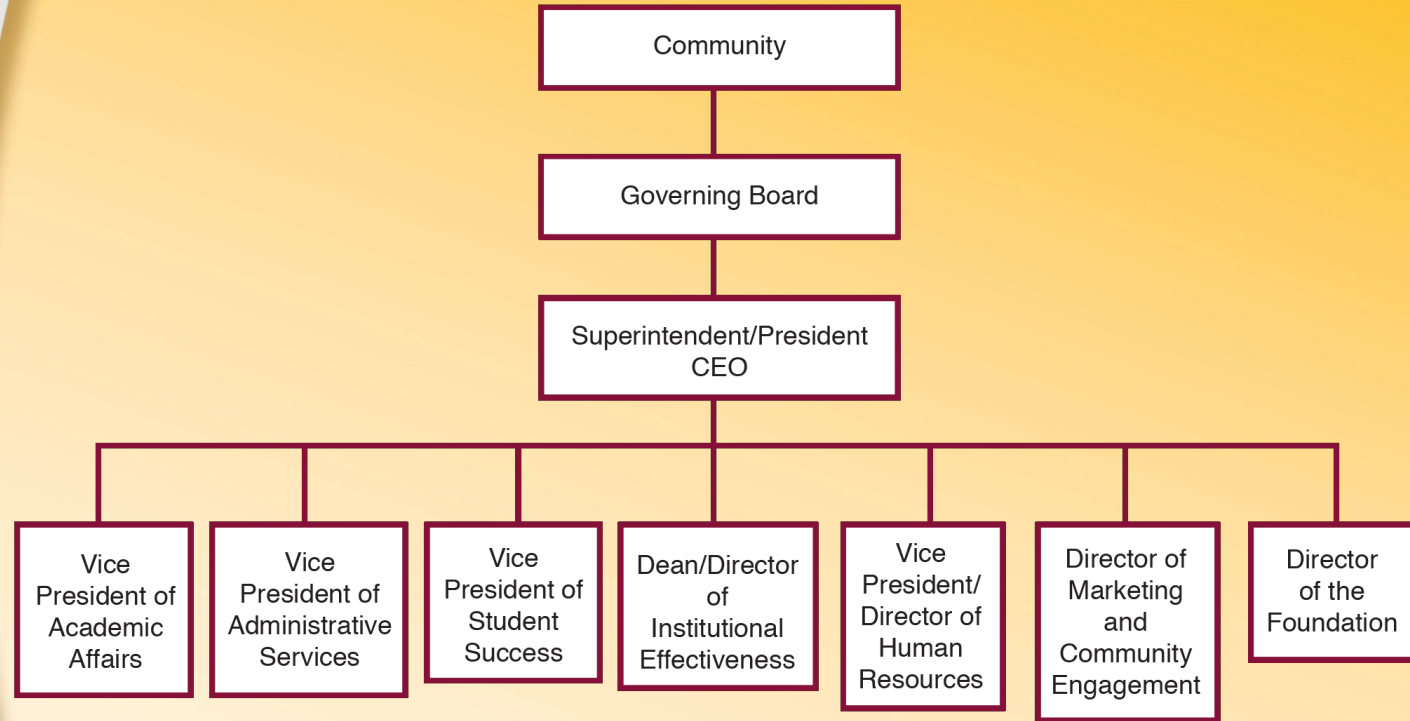


A MULTI-COLLEGE AND SINGLE COLLEGE DISTRICT

- CEO role similar and different
 - Both report to the Board
 - Both are considered the Chief Executive Officer
 - Responsible for the operations of the District



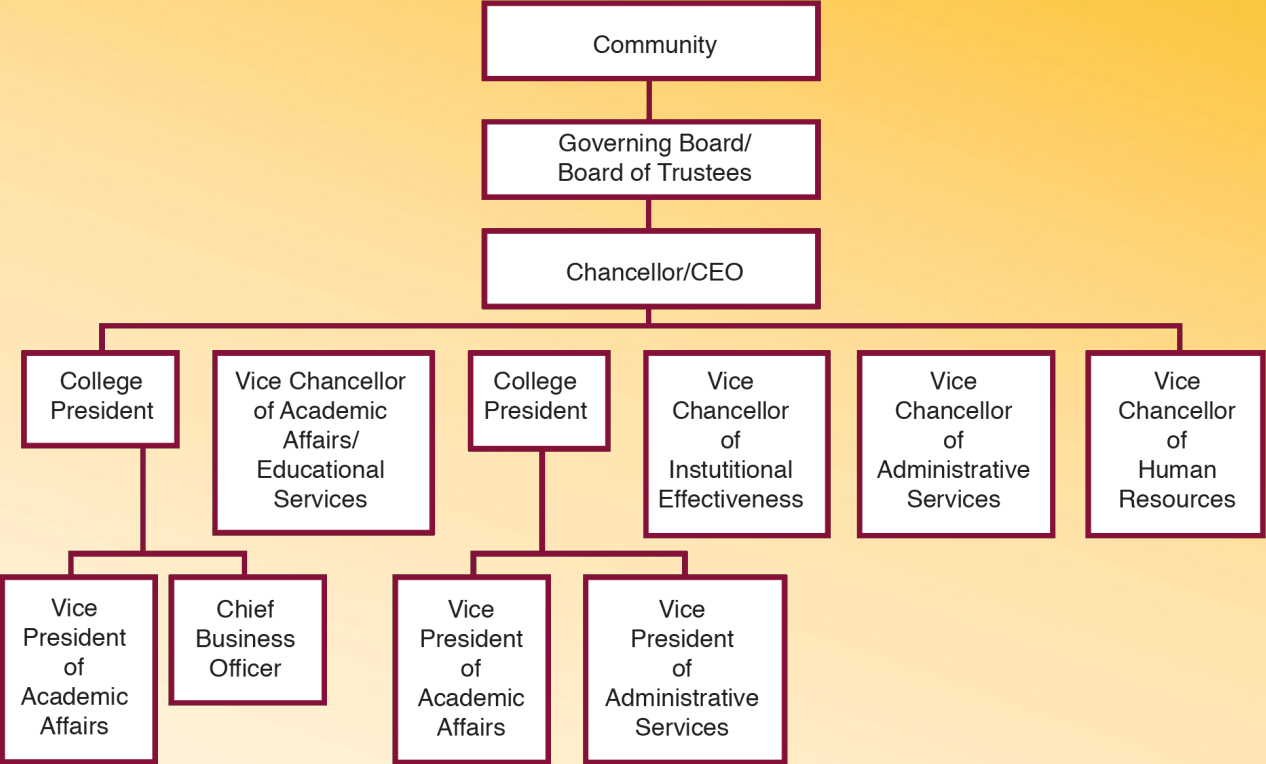
SAMPLE SINGLE COLLEGE DISTRICT



50 Single College Districts



SAMPLE MULTI-COLLEGE DISTRICT





*THE IMPORTANCE OF THE BOARD CHAIR/CEO
RELATIONSHIP...*

***SETTING THE RIGHT TONE FOR
STUDENTS, FACULTY, STAFF, AND
COMMUNITY.***

**ROLE OF THE BOARD CHAIR
AND THE CEO IS TO CREATE
A POSITIVE, PRODUCTIVE
CLIMATE**



Take a few minutes in your group to talk about:

Whether a Board member should call up the Vice President of the college without informing the President and ask questions about the upcoming board agenda.

PLEASE EXPLAIN

THERE IS NO ONE SIZE FITS ALL AND THE BOARD CHAIR CAN HELP FACILITATE AN UNDERSTANDING BETWEEN THE BOARD AND THE PRESIDENT.



BOARD CHAIR & CEO RELATIONSHIP

- Develop a Partnership
- Regular & Effective Communication
- Clarify Expectations
- Support, Counsel & Develop
- Stay Focused on the Mission
- Meeting Agendas & Dynamics



EFFECTIVE PARTNERSHIPS

- Common Mission & Goals
 - Clear Roles
 - Communication
 - Trust
- Maintain Confidentiality



EFFECTIVE COMMUNICATION

- Use multiple methods
 - Face-to-face
 - Email
 - Phone calls
- Ensure regular communication between Chair, CEO and board members as allowed by the Brown Act



EFFECTIVE COMMUNICATION

- The board chair is usually the primary point of contact between the board and the chief executive of the district
- The chair is often a sounding board for the CEO and ensures that he or she has the support necessary to do an excellent job



CLARIFY ROLES & EXPECTATIONS

Area	Board	CEO
Develops knowledge about policies & relevant issues	√	√
Leads/Supports Change	√	√
Develops Board Meeting Agendas	√	√
Presides over Meetings	√	
Oversees the operation of the District		√



WHAT ABOUT THESE RESPONSIBILITIES?

- Negotiations
- Implementation of the New Funding Formula
- Staffing Levels
- Visibility & Attendance at Events
 - Legislative Advocacy
 - Community Interactions



CLARIFYING EXPECTATIONS

The Board Chair:

- Recognizes the Board is the employer of the CEO and vitally concerned with his/her success
- Represents and clarifies the board's expectations for performance



UNDERSTAND AND SUPPORT THE CHIEF EXECUTIVE OFFICER IN CONDUCTING RESPONSIBILITIES

- Lead and administer the institution
- Implement and comply with board policy
- Support the governing role of the Board



THE BOARD CHAIR & TRUSTEES

Ensure the entire board practices effective trusteeship

- Respect the important principle: CEO works only for the board as a whole
 - Be aware that college constituencies, the public and the board members work through the CEO
- Not make “end runs” that bypass the CEO and works to alleviate surprises



THE BOARD CHAIR & TRUSTEES

Ensure the entire board practices effective trusteeship

- Set an example of professional behavior in all situations
- Advocate for professional development of Trustees
- Require regular board evaluation and improvement



EXPECTATIONS OF BOARD CHAIR FROM THE CEO

Communicates effectively with the CEO and Board members by:

- Establishing ground rules and an environment so that the CEO does not have to respond to individual board member agendas
- Being the point of contact for internal board conflicts
- Avoiding public criticism of the CEO by the board and vice versa



SUPPORT, COUNSEL & DEVELOP

- Encouragement & Recognition
- Coaching
- Professional Development
 - CEO and all employees
- Confidence Building
- Evaluation & Contract



SUPPORT, COUNSEL & DEVELOP

- Evaluation plays a critical role in the support and development of a CEO
- Ensure a fair and thorough evaluation
 - Be thoughtful about the cycle
- Consider contract terms



FOCUS ON MISSION & PRIORITIES

- Focus on the mission of the college(s), students, and the long-term interests of the district
- Ensure that decisions are based on what is best for the district and the students and not on special or personal interests



MEETING AGENDAS & DYNAMICS

- Consult with the CEO in development of the board agenda
- Meet with the CEO prior to the meeting to review board agenda
- Maintain competence in Robert's Rules of Order and the Brown Act
- Facilitate and manage discussions



LEADERSHIP TRANSITIONS – WHEN THE CEO DEPARTS AND THE HIRING PROCESS

Board Chair oversees an orderly transition of CEOs through:

- Ensuring that CEO changes are planned, thoughtful, and respectful;
- Ensuring the dignity of the exiting CEO;



LEADERSHIP TRANSITIONS – WHEN THE CEO DEPARTS AND THE HIRING PROCESS

Board Chair oversees an orderly transition of CEOs through:

- Leading during the CEO search;
- Welcoming and orienting the New CEO;
- Ensuring the new CEO understands the clear expectations of the Board as a whole



BREAKOUT Q & A

FOR ISSUES JUST PRESENTED



DISCUSSION QUESTIONS

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YOUR TURN - QUESTIONS

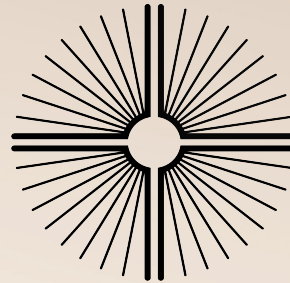


THANK YOU

For your time this afternoon
and your interest to develop
skills to be a more effective
Board Chair



For Further Information



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