

RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT
Board of Trustees Retreat
Saturday, September 18, 2010
Santa Ana Unified School District
1601 E. Chestnut, Board Room
Santa Ana, CA 92706

Vision Statement (Board of Trustees)

Rancho Santiago Community College District is a learning community. The college district and its colleges are committed to ensuring access and equity and to planning comprehensive educational opportunities throughout our communities. We will be global leaders in many fields, delivering cost-effective, innovative programs and services that are responsive to the diverse needs and interests of all students. We will be exceptionally sensitive and responsive to the economic and educational needs of our students and communities. The environment will be collegial and supportive for students, staff, and the communities we serve.

We will promote and extensively participate in partnerships with other educational providers, business, industry, and community groups. We will enhance our communities' cultural, educational, and economic well-being.

We will be a leader in the state in student success outcomes. Students who complete programs will be prepared for success in business, industry, careers, and all future educational endeavors. We will prepare students to embrace and engage the diversity of our global community and to assume leadership roles in their work and public lives.

Americans with Disabilities Acts (ADA)

It is the intention of the Rancho Santiago Community College District to comply with the Americans with Disabilities Acts (ADA) in all respects. If, as an attendee or a participant at this meeting, you will need special assistance, the Rancho Santiago Community College District will attempt to accommodate you in every reasonable manner. Please contact the executive assistant to the board of trustees at 2323 N. Broadway, Suite 410-2, Santa Ana, California, 714-480-7452, on the Friday prior to the meeting to inform us of your particular needs so that appropriate accommodations may be made.

A G E N D A

1.0 PROCEDURAL MATTERS

9:00 a.m.

1.1 Call to Order

1.2 Pledge of Allegiance to the United States Flag

1.3 Public Comment

At this time, members of the public have the opportunity to address the board of trustees on any item within the subject matter jurisdiction of the board. Members of the community and employees wishing to address the board of trustees are asked to complete a "Public Comment" form and submit it to the board's executive assistant prior to the start of open session. **Completion of the information on the form is voluntary.** Each speaker may speak up to three minutes; however, the president of the board may, in the exercise of discretion, extend additional time to a speaker if warranted, or expand or limit the number of individuals to be recognized for discussion on a particular matter.

Please note the board cannot take action on any items not on the agenda, with certain exceptions as outlined in the Brown Act. Matters brought before the board that are not on the agenda may, at the board's discretion, be referred to staff or placed on the next agenda for board consideration.

2.0 BOARD RETREAT

2.1 Introductions

2.2 Review of Retreat Agenda

2.3 Discuss Chancellor-Board of Trustees' Relationship: Building a Great Team

2.4 Establish Board of Trustees' and Chancellor's Expectations and Direction

2.5 Develop and Establish 2010-2011 Goals for Chancellor

2.6 Determine Metrics for Performance Evaluation of Chancellor

3.0 ADJOURNMENT - The next regular meeting of the Board of Trustees will be held on September 27, 2010.

The Board and Chancellor Relationship: Being a Great Team

RANCHO SANTIAGO CCD CHANCELLOR-BOARD
RETREAT

Dr. Kevin M. Ramirez
Facilitator
September 18, 2010

The things we have to learn before we can
do them, we learn by doing them.

Aristotle



Who's on 1st, What's on 2nd, and How is on 3rd.

- Great Boards and Chancellors understand *who* does what.
- A **policy board's** primary role is to determine *what*.
- Chancellors are hired to successfully implement Board **policy** (the BOT's *what*.)
- *How* well **policy** is implemented is the Chancellor primary role.
- **Regularly evaluate** your Chancellor's success, skill and ability in implementing your **policies**.

The Chancellor is your *only* employee.

- Compassion and concern for all employees will not create more employees!
- Your **only employee** (*The Chancellor*) implements the change and action the Board wants.
- **NEVER** ask faculty or staff to accomplish the Board's ideas – your *only employee* does this (**The Chancellor.**)

Trust is the child of Trustworthiness.

- Trust can only be earned by behaving in a trustworthy way – **be trustworthy!**
- The Chancellor is part of the board team, the Board is part of his!
- The Chancellor and Board have an essential responsibility to **develop a trusting relationship.**
- Maintain open and regular communication, **mutual support and trust.**

Powerful leadership teams are found at the intersection of *Mutual* and *Support Streets*.

- Easy streets to find when times are good, easily exploited when times are tough!
- Splitting the Chancellor-Board relationship is a dead-end street!

The *River of Information* – build it, don't dam it.

- Great Boards and Chancellors lead as a thoughtful, educated and well-prepared team
- Great Boards and Chancellors define the legal, fiscal, ethical and political parameters for the district's operations.
- Well-developed ideas, documentation and background information create better policies.
- Your Chancellor ensures that the Board's "educational process" is continual and thorough.

E after I, but not before P.

- *P/E* is delicious recipe for student and district success – Plan, Implement, and Evaluate.
- Policy boards develop sound, thoughtful **planning** and goal setting.
- Policy boards rely on the Chancellor to **implement** their plans and goals.
- Policy boards view **evaluation** as an essential tool for measuring the Chancellor's performance and district success.

Favoritism is a bad “ism” .

- Favoritism does not create good families nor leadership good teams.
- Each trustee should be treated equally, given the same materials, information and kindnesses.
- Work with fellow board members in a spirit of harmony, cooperation and civility in spite of differences of opinion.
- Strive for cohesiveness while seeking multiple perspectives.

Anticipation is No Surprise's Best Friend!

- A Chancellor who regularly informs the Board often avoids public surprises.
- Anticipation of problems helps everyone honor the *no surprise rule*.
- A board members primary relationship with the external community is helpful to the Chancellor.
- Keeping your Chancellor informed also honors the *no surprise rule*.

Attribution has a “but” in the middle.

- PERCEPTION is everything!
- **No authority** as an individual trustee
- Support the decision of the majority
- Make no promises as an individual member
- Board behavior sends a message to everyone
- Interact with faculty and staff members appropriately
- Act with intelligence, respect and sensitivity

Be a great team!

- Successful districts have strong teams at the top acting as a *unit*.
- You are a member of a lay board, which acts as a *unit* – *no mavericks!*
- Be a great teammate who helps **build** a cohesive, strong governance *unit*.
- Lead as a thoughtful, educated *unit* that sets **policy direction**.



RANCHO SANTIAGO

COMMUNITY COLLEGE DISTRICT

Santa Ana College • Santiago Canyon College

Rancho Santiago Community College District (RSCCD) Board of Trustees' Unit Goals for 2011

December 2011

To be an effective policy-making and broad oversight body for the Rancho Santiago Community College District, members of the Board of Trustees implemented a process to seek input from individuals (such as the associated student government presidents, presidents of the academic senates, the college presidents, the chancellor, vice chancellors, representatives of the District's employee unions, and community members who serve on the District bond oversight committees or foundations) who work closely with the board. After reviewing the results of the community's input, members of the Board then evaluate their own activities.

The next step is to implement a process by which we regularly assess our internal unit. To this end, all members of the Board:

- review input from community and staff,
- self-assess effectiveness of the Board as a unit,
- develop annual unit goals,
- implement activities/processes necessary to achieve these goals,
- assess at mid-cycle and make adjustments, if needed, to promote accomplishment of goals by the end of the year, and
- re-assess progress towards goals at the end of the cycle, re-evaluate, renew, revise, and/or update goals to continue process.

The cycle of assessment encourages each member to regularly assess its work as a unit and the manner in which the needs of their community/staff are addressed in order to maximize the Board's strengths and implement improvements, if needed. This process mirrors the program review that each unit at the district and colleges conducts on a regular cycle. Below are three goals which we have adopted to work on in 2011.

Goal	Responsible Person(s)	Process(es)	Timeline
Regularly seek opinions of student trustees.	All members	Proactively seek opinions of student trustees on issues brought forth by staff at our meetings.	Board meetings
	Student trustee	Will read and understand issues presented and seek opportunities to participate in and contribute to discussion brought forth by staff.	Board meetings
Understand our role in the collective bargaining process	All members	Executive Vice-Chancellor of Human Resources and Educational will review collective bargaining processes for members.	February 22, 2011 Board meeting
Follow proper communication procedures with staff	All members	Chancellor will review appropriate communication channels/procedures with regards to working with staff through a memo to the Board.	March 2011
		Members will follow procedures as outlined.	2011