



COMMUNITY COLLEGE LEAGUE  
OF CALIFORNIA

# BOARD CEO RELATIONS PART II

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# COMMUNICATION: THE ART AND THE PROCESS

- **Don MacRae's model** juxtaposes two concepts that work together to facilitate successful communication:
  - **Science depicts how communication works as a process**, with rules governing where you start, according to the situation, and how you proceed in order to give yourself the best chance for a positive outcome.
  - **Art refers to the skills necessary to navigate the process**, not only successfully (to produce positive results) but also effectively (to enhance, not hurt the relationship).
- **Maya Angelou sums it up perfectly:** "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."





# COMMUNICATION: THE ART AND THE PROCESS

- There is no **perfect communication model** that works for all people in all situations.
- **Communication depends on personal attributes** — invest in self-examination and training to understand your own communication style (which is directly linked to your leadership style).
- Two key qualities of a successful communicator: **transparency and authenticity**

# PURPOSE: MISSION, VISION AND VALUES

- **Mission statement** – Defines the essence or purpose of the institution, what it stands for, why the college exists and how it will serve its community.
  - *Example: As a leading educational institution, the mission of the SJECCD is to meet the diverse educational and workforce needs of our community by empowering our students to become agents of socio-economic change.*
- **Vision statement** – Defines what your organization wants to become. A vision should stretch the organization’s capabilities and image of itself. It gives shape and direction to the organization’s future.
  - *Example: By the year 2017, SJECCD will become the premier post-secondary education institution in our region for advancing opportunity, equity, and social justice through educational excellence.*
- **Values statement** – Details the qualities that represent the highest priorities and driving forces of the institution. What the institution deeply believes in. Some refer to values as the college’s “code of ethics.”
  - *Example: Our District’s core values are opportunity, equity, and social justice. Each one of these values is incorporated into our strategic planning and is a part of the foundational commitments we make to our communities.*





# PURPOSE: MISSION, VISION AND VALUES CONTINUED

- **Vision and mission statements are often confused**, and many use the terms interchangeably. However, they each have a different purpose. The **vision statement** describes where the college wants to be in the future; the **mission statement** describes what the organization needs to do now to achieve that future vision of itself.
- The **mission, vision, and value statements of your college** should precede every piece of communication, be part of every publication and be reaffirmed each time a major goal or milestone is reached.

# KEY PRINCIPLES OF BOARD GOVERNANCE

## Three key publications:

- **“Board and CEO Roles: Different Jobs, Different Tasks”** – Community College League of California (CCLC)
- **Trustee Handbook (CCLC)**
- **“Trusteeship 101”** – American Association of Community College Trustees (ACCT).

## Board governance principles outlined in “Trusteeship 101”:

- Act as a unit
- Represent the common good
- Set policy direction for the colleges
- Employ, support, and evaluate the college’s chief executive
- Define policy standards for college operations
- Monitor institutional performance
- Create a positive college climate
- Support and advocate the interests of the institution
- Lead as a thoughtful, informed team



# DELEGATION OF AUTHORITY: THE CEO ROLE

- **Board of trustees** is the primary entity charged with legal authority and even moral oversight to advance the future of the institution. As elected officials, trustees represent their constituents, set policy direction, and employ the college's chief executive officer (CEO).
- **Delegation of authority** is an official board policy action that must be formally recorded. Delegation charges the CEO with implementation of board policy, holding him/her fully accountable for implementation. It also requires the CEO to establish monitoring processes, including measures of accountability.
- **The role of the CEO** is one of policy implementation (the process of translating policy into action). The CEO identifies the necessary resources to implement board policy, such as necessary funding, staffing, infrastructure, who is to be involved, and what their roles and responsibilities will be.







# UNDERSTAND THE DIFFERENCE BETWEEN POLICY AND IMPLEMENTATION

- **Trustees determine the “what,”** and the **CEO determines the “how.”** Trustees indicate what is to be done and the CEO determines how the board’s request is to be met.
- **Boards err** when they establish policy and then proceed to tell the CEO how they want him/her to proceed.
- **CEOs err** when their implementation plans exceed the parameters of board policy.



# UNDERSTANDING THE DIFFERENCE BETWEEN POLICY AND IMPLEMENTATION: EXAMPLE 1

- *The Board of trustees has established a policy to reduce the gap in student attainment for underserved students. However, they do not stop at that pronouncement. Instead, the board proceeds to tell the CEO that he/she must move funding from one categorical program to another, to begin the process with second language learners and merge several specially funded categorical programs to achieve the desired goal.*
- This board statement **goes beyond policy because it also tells the CEO how to implement their directive.**
- Because the board established the what and the how, if subsequent efforts do not result in success, the **CEO cannot be held accountable for failure.**



# UNDERSTANDING THE DIFFERENCE BETWEEN POLICY AND IMPLEMENTATION: EXAMPLE 2

- *The board has established policy that bridging the achievement gap for underserved students must be reduced. The CEO is of the philosophy that focusing on all students is the right approach to achieve the board's directive. Given this belief, he/she proceeds with current curriculum improvement efforts and presents the board with improved outcomes for all students.*
- Here, there is a **failure of implementation** on several counts. The CEO:
  - **Fails to take into account the specific policy target**, namely underserved students.
  - **Imposes his/her philosophy** to “raise all boats.”
  - **Fails to put in place disaggregated measures of success** that will demonstrate to the board of trustees that the achievement gap for underserved students has decreased.

# STRATEGIC PLANNING

- Avoid the temptation to take action based purely on intuition. Use your intuition, but never fail to **follow a rational strategic planning process to check your assumptions, measure progress and put in place mid-course corrections where necessary.**
- Numerous models and theories for strategic planning — **choose the one that suits you.**
- **Key phases of strategic planning:** analysis of the issue, formulation of the approach, implementation and monitoring.





# STRATEGIC PLANNING: QUESTIONS TO ASK

1. Where are you now?
2. What is the vision?
3. What are the obstacles?
4. What are the resources?
5. What is our strategy (overall approach/path)?
6. What are our tactics (specific work plans and timelines)?
7. What will we monitor and measure?

# ACCOUNTABILITY

- The **CEO assumes full accountability for implementing the policy** with which they have been charged by the board of trustees.
- Parameters that lead to success:**
  - The Board makes policy, and the CEO implements policy.
  - Both policy and implementation must be undertaken within the limits of the mission, vision and values adopted by the board.
  - Clear planning and resource allocation will be identified.
  - Measures of accountability will be put in place to quantify success, thus enabling the board of trustees to exercise their monitoring responsibility.





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