

# **CCATT New Trustee Orientation Board-CEO Relationship**

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# Board-CEO Relationship

- o Discuss Board-CEO Relationship
  - o Brainstorm aspects of the Board-CEO Relationship
  - o An Open Letter to the New Texas Trustees/Regents
    - o Source: CCATT Trustee Handbook
    - o Check off the key relationships you hear (slide 3).
    - o What else would you include?
- o Discuss CEO Search Process
- o Review CEO Evaluation Process



## Key Elements of The Board-CEO Source: CCATT Texas Trustee Handbook

CEO is the Primary Contact

Confidentiality Leadership Changes

CEO Contract

Support for the CEO

CEO Evaluation

Harmony and Cooperation Expectations Control Inappropriate Behavior

Board/CEO Relationships

Board Self-Evaluation

Recognition Avoid Public Criticism

Protection of the Mission

Adequate Preparation

Referral of Complaints and Suggestions

Policy Setting and Operations

Protection of Long-Term Sustainability

Support Professional Involvement and Development

Special Interests

# Board-CEO Relationship Questions

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What is your board's, and CEOs **understanding** of their **respective roles** and **responsibilities**?

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How do you, the board, and CEO define a **high performing board**? How does the board and CEO define a high-performing CEO? What is the relationship between the two?

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What steps do you take to assure that the **board and CEO have shared purpose and priorities** for your college?

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What makes the **partnership** work?

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What effective **appraisal system** is established by the CEO to report to the board on the status and progress of mutually agreed-upon priorities?

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What system is in place to **regularly evaluate the CEO's performance** and how well is it working from both the board's and CEO's perspective?

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How does the college **develop and promote leadership** throughout the college?



# Board of Trustee CEO Search Process

The process should be inclusive, equitable, transparent and participatory.

1. Decide if and how to use a consultant
2. Allocate sufficient resources
3. Involve appropriate constituents
4. Provide training for the Search Committee
5. Allocate adequate time
6. Appoint an interim CEO if necessary
7. Maintain openness, and transparency
8. Assess the college, and the type of leadership needed
9. Develop the CEO profile
10. Establish requirements for the application
11. Hold preliminary compensation discussions
12. Recruit and screen candidates
13. Check references
14. Avoid politics
15. Select the CEO
16. Negotiate the CEO contract
17. Onboard the CEO

# CEO Evaluation Process

An effective assessment leads to rewards:

- Commitment to **nurture & support** the CEO
- Greater **clarity** in goals and priorities
- Greater **respect** and improved **communications**
- Better Board **group and planning skills**
- Opportunity to **reflect** and provide important **guidance** to the CEO
- Greater **trust** between the Board and CEO
- Enhanced **knowledge** of LC by the Board and greater understanding of the complexity of the CEO role
- **Commitment** to hold on to a good CEO



## CEO Evaluation Process Recommendations/Challenges/Best Practices

1. Decide if you will use a **consultant** or design a local instrument
2. Decide if you will use a **weighted evaluation process**
3. Incorporate **data** and explanatory notes **provided by CEO**
4. Assure Board members have understanding and **consensus on scoring criteria**
5. Reach consensus around issues where Board has **differing options on strengths/weaknesses** in order to send one message to the CEO.
6. Determine if results reflect true performance, trending concerns, scoring system issue, lack of information, or emerging skills?
7. Determine in advance how you will handle Trustees' comments that are **outliers?**
8. Address how you will reach consensus: CONGRUENCE, THEMES, REDUNDANCIES
9. Decide if goals will be written for **single year vs. multiple year.**
10. Provide **refresher on process annually** to assure consistency in scoring.
11. Consider **prior year's evaluation results and recommendations.**
12. Will you incorporate 360 Evaluations into the process?

# Logistics

- o Comprehensive, annual process by Board Policy
- o Transformational Evaluation
- o President presents state of the college
- o Regents review President's "State of the College" presentation and supporting information aligned to instrument
- o Regents complete online evaluation
- o President completes a self-assessment
- o Regents meet to review results, identify strengths and growth targets, finalize evaluation with the CEO, and discuss succession planning (if warranted)
- o Regents vote on contract extension and compensation adjustments



# Example Score Sheet

## Standard CEO Evaluation Results by Category

	Categories	Regents	President
A	Relationship w/Board		
B	Leadership		
	Community		
C	Relationships/Advocacy		
D	Staff and Personnel		
E	Business & Finance		
F	Personal Qualities		
G	Physical Plant		
H	Curricula		
I	Student Services		
	<b>TOTAL</b>		

## Example

### Board-CEO Goals/Evaluation Results by Category

	Categories	Trustees	CEO
A	Develop Strategic Plan		
B	Complete instructional reorganization		
C	Create Center for Basic Needs		
D	Develop strategies to increase FT enrollment		
E	Scale Guided Pathway Initiatives		
F	Expand hi-wage, hi-demand workforce program		
G	Develop strong partnerships with ISDs we serve		
H	Train faculty for Empirical Education Center		
I	Develop equity-oriented practices & policies		
J	Complete SACS-COC Fifth-Year Interim Report		
K	Complete Institutional Master Plan		
L	Resume Athletics Program		
M	Implement Online Learning at Huntsville		
	<b>TOTAL</b>		



# Board Compensation Considerations for the CEO

1. Accomplishment of hiring goals (Y1)
2. Performance on prior year's growth targets
3. Current year's performance evaluation
4. Retention strategies
5. Benchmarks/External equity with regional CC CEOs
6. Comparison with local superintendent (Y1)
7. Short term incentives/performance bonus
8. Impact on college
9. Affordability – college budget
10. Community receptivity/support
11. Other

# Example of Contract Renewal Recommendations

## o Contract

- o Current: 3 year (common)–February 1, 2021 – January 5, 2024
- o Approve: 1 year extension to January 1, 2022 – January 5, January 2025

## o Compensation/Salary

- o Current Base Salary:
- o Approved \_\_\_\_\_% Increase

## o Benefits

- o Membership Dues and Fees
- o Business Travel
- o Housing (home or annual allowance)
- o Auto and Expenses (company car lease, expenses, etc.)
- o Cell Phone Stipend (use of college phone or personal allowance)
- o Health/Dental/Life Insurance (same as all administrators or special)
- o Retirement (same as all administrators or special?)
- o Sick Leave/Personal Leave (same as all administrators or special?)
- o Vacation (total hours in Y1; accumulation, max hour accumulation)
- o Paid Holidays (same as all administrators or special?)
- o Moving Expense (amount of 1x expense)