MINUTES
SPECIAL MEETING OF THE BOARD OF TRUSTEES
SANTA BARBARA COMMUNITY COLLEGE DISTRICT
March 1, 2003
BOARD RETREAT
Business and Communications Building
BC214
Santa Barbara City College
721 Cliff Drive
9:00 a.m. – 3:30 p.m.

ROLL CALL
Members present:

Dr. Kathryn Alexander, Vice President
Dr. Joe Dobbs
Ms. Joan Livingston
Mr. Eli Luria
Mr. Desmond O’Neill, President
Mr. Luis Villegas

Others present for all or a portion of the meeting:

Mr. John Romo, Supt/President and Secretary Clerk to the Board of Trustees
Mr. David Viar, Executive Director, Community College League of California

HEARING OF CITIZENS
No citizens expressed a wish to address the Board.

The meeting was convened at 9:00 a.m. in BC214, the Business/Communication conference room. Mr. David Viar, Executive Director of the Community College League of California, served as facilitator for the retreat.

Mr. Viar began the meeting with an overview of topics to be covered. Topics included:

1. Characteristics of effective boards
2. The Board/President relationship
3. Board evaluation approaches
4. President evaluation approaches.

1. Characteristics of an Effective Board.

Effective Board: One that functions in a way that ensures that its roles and responsibilities are carried out and the mission of its organization is achieved.
Requirements of an Effective Board

a. Board needs to be clear on board roles and responsibilities.
b. Board knows what its mission is.
c. Board must have positive relationships amongst board members, CEO and the constituents/stakeholders.
d. Useful decision making processes i.e., planning, mission goals, policies, parameters. This should include effective evaluation mechanisms.
e. An effective community college board is one that ensures advancement of the mission in service to the community.
f. An effective Board is about the whats not the hows.
g. An effective Board recognizes that they are lay members functioning as a unit. Boards only have authority as a collective unit. As a unit the board gets policy direction.
h. Board employs the CEO as the institutional leader. The CEO is the person who will provide leadership, council, recommendations and advice.
i. Board delegates authority to CEO to implement efforts to advance mission and goals.
j. Board serves as a community bridge and buffer. Bringing input from the community to the college and from the college to the community (i.e. advocacy of college).
k. Board may have to serve as a buffer – e.g. academic freedom, program decisions and why they were made, commitment to maintaining a community that is open to differing points of view.
l. Board responsible for assuring the fiscal health of the institution. The budget is a policy document.
m. A major point reiterated is that the board should focus on the whats. The CEO is responsible for the hows.

Board discussion on SBCC board characteristics and issues followed Mr. Viar's presentation. Points on which there should be follow-up included:

- A sense of the board was that the current committee structure is functioning effectively.
- Confirm that the board chair should be the first person to be contacted when a substitute for a committee is needed.
- Provide more opportunities for board members to be spokespersons for the college.
- Need to explore ways to provide a more effective mechanism for getting community input to the administration.
- Plan a board retreat on evaluation of progress on the College Plan.

2. Board Evaluation

- Every board ought to have a process for evaluating itself.
- The formalized process should link with College Plan and CEO evaluation.
- The annual cycle for board evaluation should be done at same time as plan evaluation and CEO evaluation. It should also be linked to priorities for the coming year.
- The optimum evaluation sequence is the following:
  2. Board Evaluation
     a. How well has board worked in advancing the plan? (June)
     b. Board process items should be a part of the evaluation.
c. The Board should carryout the evaluation of itself.
d. The first effort at evaluation will focus on self-evaluation. Keep options open for some form of survey in the future.
e. Include a section focusing on the board’s goals for the coming year.
f. Include a section focusing on individual board member’s personal goals.

3. Evaluation of the President
   a. The board is the body that evaluates the President.
   b. Focus of the evaluation should be on achievement of college goals and outcomes.
   c. The evaluation should include items addressing the “doing” of the job.
   d. The evaluation should include a self-evaluation that includes an emphasis on implementation of the college plan.
   e. Follow-up:
      i. Develop a board survey instrument to be used in its evaluation
      ii. Develop a survey for CEO evaluation.
      iii. Develop an evaluation timeline for Spring/Summer 03.

John B. Romo, President