NEW TRUSTEE ONBOARDING ROADMAP

October 2020

Table of Contents

Introductions

Background

Washington State's Association for College Trustees (ACT) Education Committee made new trustee orientation a priority in 2019.

A team of trustees interviewed college presidents, board chairs, and trustees with 3 or fewer years of service in all 34 districts to determine how their trustee onboarding experience was successful and what needed improvement.

Based on that feedback, a "roadmap" was created to guide new trustees' learning in their first days, months, and years of service. The Roadmap is simply a way to organize information in the context of and from the perspective of a new trustee.

Intent

Each colleges has its own onboarding process for new trustees. The Roadmap is intended to be a resource to organize and support that effort. It contains a "superset" of topics and information. Each college will decide what is relevant and how and when it will be used. It is our hope that, with the support of the Roadmap, new trustees will be functioning more effectively and comfortably within a year.

Description and Organization

The Roadmap is organized as a "digital binder." Information is presented by subject area, similar to tabs in a binder, and each subject area consists of multiple topics related to that subject. A recommended timeframe for covering a particular topic is provided. Checklists organized by timeframe - 30 days, 90 days, 1 year - have been constructed from the Roadmap. The Roadmap and these Checklists are available on the ACT website.

The first five sections are the most robust. Additional sections will be developed in the future. They are included for context but are currently considered "Under Construction." Suggested resources are provided for some topics; colleges can use these or others they deem better or more relevant. What is covered, when, how, and by whom are the decision of each individual college – the Roadmap is intended to be a resource in your onboarding process.

Your Feedback Needed and Welcome

Please let us know how the Roadmap works for you. We want to hear from presidents, board chairs and new trustees themselves. We appreciate your suggestions of resources and additional topics to make the Roadmap as useful as possible. Please direct your feedback to the ACT Director, Kim Tanaka (ktanaka@sbctc.edu) and/or ACT Administrative Assistant, Linda Graham (lgraham@sbctc.edu).

ABOUT OUR COLLEGE								
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**	
What I Need to Know	Why this is important	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year
College Overview • Student demographics, characteristics, facts • Faculty and staff demographics • Programs, certificates, courses of study offered	• Understand who the college serves and how.	X				• College marketing materials • Fast Facts • SBCTC Field Guide • Website • Accreditation self-study and reports • Annual report	X	X	
Campus • Where we meet and where to park • Key building and office locations • Planned and needed facility improvements	• Not to be lost or late getting to meetings	X				• Campus map • Campus tour • Facility projects • Campus master plan	X		X
Leadership • Leadership team members • How the college is organized • Who is accountable for what • Board of Trustees members	• Understand role with the college • Confidence in communication	X	X			• Organizational charts • Contact lists	X		

ABOUT OUR COLLEGE									
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**		
What I Need to Know	Why this is important	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year
Strategy • Vision, Mission, and Strategic Plan • Core Themes and Goals	• Understand the board's charge to the college • Know how the college will be evaluated in accreditation • Understand the college's priorities and focus	X				• Strategic plan • Website links • Related documents	X	X	
Enrollment • College enrollments • How targets are being met • Who attends the college • How enrollments change	• Understand how enrollment impacts the college budget • Know the challenges the college faces • Understand the value the college brings to the community	X				• Current enrollment report • Historical enrollment reports • Student demographics	X	X	

OUR COLLEGE IN THE COMMUNITY									
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**		
What I Need to Know	Why this is important	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year
Service Area • School districts served • Geographical area served	• Know who we serve and where they come from	X						X	
Other Higher Ed Options • Four-year institutions • Online education • Other organizations providing education & training	• Understand the choices students have • Understand who we need to collaborate with	X		X				X	
Community Needs • Demographic, economic & social trends and challenges • How well the college is addressing them	• Know the community and its needs	X		X		• Local data & reports o Nonprofit o Business o Government			X
Key Employers and Businesses • Major local employers • Local employment needs • Gaps and opportunities	• Understand local community needs and demand for skilled workers	X		X		• Economic development information • Chamber of Commerce information			X

OUR COLLEGE IN THE COMMUNITY									
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**		
What I Need to Know	Why this is important	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year
Relationships • Our reputation in the community • Community leaders, key stakeholders, legislators • K-12 school districts • Other CTC and four-year colleges • Nonprofits, businesses, municipalities	• Know who important partners are • Know who potential partners are • How to foster relationships	X	X						X
College Advisory Committees • What they are • What they do • Who serves on them • Effectiveness	• Know how local industry and community members influence college decisions and support college programs	X				• List of advisory committees and members			X

OUR COLLEGE IN THE SYSTEM										
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**			
What I Need to Know	Why this is important	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year
SBCTC and State Government • How SBCTC fits in state government • SBCTC Responsibilities • SBCTC Colleges • How the colleges work as a system • How resources are allocated and prioritized • SBCTC vs ACT vs WACTC - relationship to each other	• Know how the college fits within State and SBCTC systems • Understand how funding is allocated for the college			X	X	• New Trustee Orientation Session (Jan or Feb) • ACT calendar of events • SBCTC website • SBCTC publications			X

Impact of Washington Community and Technical Colleges
• Student demographics
• Student Success Data (including transfers in-state vs out-of-state)
• Goals
• Needs
• Economic Impacts
	• Understand information needed to communicate and advocate on behalf of my college and SBCTC system as a whole	X		X	X	• SBCTC website
						• SBCTC publications
						  o SBCTC Quick Facts and Publications
						  o SBCTC Field Guide
						  o SBCTC Community & Technical Colleges at a Glance
								X	X

OUR COLLEGE IN THE SYSTEM										
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**		
What I Need to Know	Why this is important	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year

Trustee Organizations - ACT/ACCT
• What are ACT and ACCT?
• Key activities and events
• ACT organization and committees
• SBCTC vs ACT vs WACTC - relationship to each other
	• How do trustees support each other & work together?
	• Helps new trustee understand the meeting schedule of the various organizations and which ones to should attend
			X	X	X	• SBCTC website
						• SBCTC publications
						• ACT website
						• ACCT website
						   o About
						   o Events
						   o Resources
						   o Publications
						   o Podcast
								X	X

President Organizations - WACTC/AACC • What are WACTC & AACC? • WACTC Councils and Commissions • SBCTC vs ACT vs WACTC - relationship to each other	• How do college presidents support each other & work together?	X		X	X	• SBCTC website • SBCTC publications • SBCTC Commissions and Councils • AACC website • AACC publications			X

OUR COLLEGE IN THE SYSTEM										
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**			
What I Need to Know	Why this is important	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year	
Shared IT System – ctcLink • What is ctcLink? • Implications for my college (including financial) • Implications for trustees • My college's implementation plan	• How do I provide proper oversight for a successful implementation • What are the opportunities to improve my college	X				• SBCTC ctcLink webpage • ctcLink Connect blogs			X	

HOW TO BE A TRUSTEE									
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**		
What I Need to Know	Why this is important	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year
Getting Started • Key meetings & events to attend • Per Diem, travel and expense • College systems • Training for trustees • Information about board meetings	• Getting set up to be a trustee • Working within the college's administrative structure	X				• Email address/ IT • Business cards • Parking pass • Photo and bio for website • Calendar & invitations • Most recent board packet • Travel & expense policies	X		
Role of the Trustees – General • Role of community college trustees differ from the role of board members in other organizations • Policy governance: difference between policy and management • Trustee's role vs. president's role • Public sector vs. private and nonprofit sectors	• Understand how a public official is different from a private citizen		X			• Trustee policy manual • ACT New Trustee Orientation; Other reading material • ACT resource website • "Trustee Responsibilities and Working Relationships" • "ACCT Governing Board Roles and Responsibilities" • "ACCT Trusteeship 101" • "What I Wish I'd Known as a New Trustee" podcast by Rosaelena O'Neil	X		
Scope of the Trustee Commitment	• Understand what is expected of you - time and level of participation	X	X				X	X	

HOW TO BE A TRUSTEE									
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**		
What I Need to Know	Why this is important	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year
• Board meetings: preparation and attendance • Additional trustee meetings • Community events • College events • Local, state and national conferences									
Effective Governance • Your college • Community and state relations • District relations • Fiscal responsibilities • Educational standards • Social and economic trends	• Provide guidance and make good decisions	X	X	X		• Workforce Development Trends, work with President • "Four Questions Every Trustee Should Ask", Bernie Rhinerson • ACCT "Board Buzzwords"		X	X
Communication • How to get questions answered • How to communicate with other trustees • Who speaks about the college	• Understand communication constraints	X	X				X		
Ethics	• Avoid trouble for you and the college	X	X	X		• ACT website	X	X	

HOW TO BE A TRUSTEE

What	Why	Responsible				How	When		
What I Need to Know	**Why this is important**	President's Office	Board Chair	Self-Guided	Trustee Assoc.	**Resources/Methods/Actions**	1-30 days	90 days	1 year
• Code of ethics • Open meetings law • Public records • Conflict of interest • Personal financial disclosures (F-1 filing)	• Use your position of authority appropriately					• "Attention New Trustees: This Episode is For You," Jeff Advokat • ACCT Guide to Ethical Governance • Annual PDC F-1 Personal Financial Affairs Statement • Governor's website • Documents from AG's office			
Fundraising • The trustees' relationship to the Foundation board • The trustees' role and responsibility in fundraising	• Help the college get resources to accomplish its mission		X			• College policy regarding Foundation			X
Professional Development Opportunities for Trustees • Learning opportunities for trustees • ACT activities and events • ACCT activities and events	• Improve skills and effectiveness • Gain better understanding of issues • Build network of fellow trustees throughout the system		X	X		• New Trustee Orientation (Jan or Feb) • ACT calendar webpage • ACCT event webpage			X

HOW TO BE A BOARD											
WHAT	**WHY**	**RESPONSIBLE**				**HOW**		**WHEN**			
What I Need to Know	Purpose	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions		1-30 days	90 days	1 year	
The Basics • Members of the board • Meeting schedule • Participate in community • Maintain integrity • Expectations • Financial commitment • Tour the campus • Spread the word to inspire others • Meet faculty	• To understand and meet obligations and commitments as a trustee	X	X			• Board contact list • Board calendar		X			
Board Role vs. President's Role • Policy vs. management • Board's authority • Policy governance	• Understand the line between oversight and management • Provide oversight	X	X			• Board Policy Manual • Articles • ACT New Trustee Orientation • ACT website			X		
Who the Board Represents • The Board's constituents	• Understand on whose behalf you are speaking, discussing and deciding		X			• Articles • ACT New Trustee Orientation			X		

HOW TO BE A BOARD									
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**		
What I Need to Know	Purpose	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year
Duties and Responsibilities of the Board • Who speaks for the board • How the board gets its work done • Board packet and typical agenda • Who's in the room • Role of the board chair • Robert's Rules of Order • Motions, voting, quorums • Working as a team	• Understand what you are being asked to do		X			• ACT New Trustee Orientation • ACT website • Board operating procedures • Recent board packet • Robert's Rules of Order • Modified Robert's Rules of Order	X		
Work of the Board • Timing of board actions throughout the academic year • College and community events • Board chair duties	• Know what to be prepared for and when • Reserve important dates on calendar	X				• Board calendar • Schedule of college and community events	X		X
Board Policies • Key policies	• Know which policies affect the work of the Board		X			• Board policy manual		X	

HOW TO BE A BOARD										
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**			
What I Need to Know	Purpose	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year	
Using Influence Effectively • How to get items on the board agenda • How to share ideas and influence discussions • How to effectively influence board decisions	• Understand how to influence outcomes vs. directing them		X	X		• ACT new trustee orientation • ACT website • ACCT website		X	X	
President as an Employee • Selection • Performance management • Compensation	• Choose and manage an outstanding president for the college		X			• ACCT website • Board and president goals			X	
Responding to the Media • Who is authorized to speak on behalf of the board	• Clarity of communication	X	X			• College's communication plan • PIO, as needed		X		
Board Governance • How the is board organized • How the board does its work • Board retreats • Board self-evaluation	• Understand how the board functions		X			• ACT website • Recent board self-evaluation • Committee structure and members		X		

HOW TO BE A BOARD										
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**			
What I Need to Know	Purpose	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year
Communication • Board communications with each other, the president and the college **Shared Governance** •	• Ensure compliance with open government requirements • Understand whom to talk with about what •	X	X			•	X		

TRUSTEE EQUITY ONBOARDING TOPICS									
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**		
What I Need to Know	Purpose	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year & ongoing
• Community demographics: past, current, future • Student demographics: past, current, future • Student outcome disparities • Faculty and staff demographics: past, current, future	• Trustees and boards lead with racial equity and anti-racism representing the entire community both now and trends for the future • Trustees and boards understand how well their district is meeting the needs of the entire community it serves	X X X X		X X X X		• Community statistical reports available from your president's office and/or census bureau https://www.census.gov/ • District statistical reports from your president's office or Field Guide https://www.sbctc.edu/about/facts-publications/field-guide-2022/default.aspx	X X X	 X	X X X X

TRUSTEE EQUITY ONBOARDING TOPICS										
WHAT	**WHY**	**RESPONSIBLE**				**HOW**		**WHEN**		
• DEI initiatives at the district (ODEI, faculty, staff, admin, student)	• Trustees are conversant in the terms and language of diversity, equity, and inclusion	X	X	X	X	• Trustee Recruitment and Selection Handbook https://www.sbctc.edu/resources/documents/about/trustees/trustee-recruitment-and-selection-handbook-draft-as-released.pdf • Equity, Diversity, and Inclusion Research and Resources https://www.sbctc.edu/about/edi/research-resources.aspx • Check your district's Office of Diversity, Equity, and Inclusion web site •	X	X	X
• Board composition, equity practices, and norms	• Trustees set the tone by role modeling equitable board membership	X	X	X	X	• Trustee Recruitment and Selection Handbook https://www.sbctc.edu/resources/documents/about/trustees/trustee-recruitment-and-selection-handbook-draft-as-released.pdf • Review your district's past board meeting and retreat minutes •		X	X

TRUSTEE EQUITY ONBOARDING TOPICS									
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**		
• Best practices in equitable hiring and evaluating	• Boards hire and evaluate Presidents	X	X	X	X	• Equity in hiring • Unconscious bias Boards who anticipate conducting a presidential search are advised to complete **Unconscious Bias Training** and **Equity in Hiring Training** within the previous two years. Boards are advised to work through their District President to access training material from their College's Diversity, Equity, and Inclusion team. If material is not locally available boards are advised to contact Ha T. Nguyen, Director Equity, Diversity, & Inclusion, WA State Board for Community and Technical Colleges (hnguyen@sbctc.edu, 360-704-1001) to identify additional options. • Peer college benchmarks. For references to recent presidential searches in the WA State system contact Kim Tanaka, Director, Washington State Association of College Trustees, (ktanaka@sbctc.edu, 360.704.4307) • ACCT Searches Resources for Boards https://acctsearches.org/search-guidance/ • Evaluating the CEO https://www.sbctc.edu/resources/documents/about/trustees/ceo-performance-evaluation.pdf • Diversity, Equity, and Inclusion in evaluating the CEO https://www.acct.org/DEI-guide-2020 •			X

TRUSTEE EQUITY ONBOARDING TOPICS										
WHAT	**WHY**	**RESPONSIBLE**				**HOW**			**WHEN**	
• How to insightfully evaluate and approve budgets with an equity lens	• Boards approve budgets	X	X	X	X	• Review your district's budget process and content documents • Equitable decision making https://www.clark.edu/about/governance/shared-governance/EquitableDecisionMakingTool.pdf • ACCT Equity Action Agenda https://www.acct.org/equity-action-agenda			X	X
• How to insightfully evaluate and approve policy with an equity lens	• Boards approve policy	X	X	X	X	• Review your board and district's policy documents • Equitable decision making https://www.clark.edu/about/governance/shared-governance/EquitableDecisionMakingTool.pdf • ACCT Equity Action Agenda https://www.acct.org/equity-action-agenda • From Equity Talk To Equity Walk (McNair, Bensimon, & Malcom-Piqueux) https://www.aacu.org/publication/from-equity-talk-to-equity-walk-expanding-practitioner-knowledge-for-racial-justice-in-higher-education			X	X

TRUSTEE EQUITY ONBOARDING TOPICS

WHAT	WHY	RESPONSIBLE				HOW	WHEN		
• Equity is an ever-changing space requiring continuous learning from a place of inquiry and humility	• Trustees require both head and heart knowledge that is contemporary to the times.	X	X	X	X	• Review and enroll in equity workshops provide by your district. • Monitor and engage in equity workshops and events in your community. • ACT Equity Resource Bank https://www.sbctc.edu/about/edi/edi-equity-resource-bank.aspx • Northwest Commission on Colleges and Universities Equity Library https://nwccu.org/equity-resource-library/ • YWCA Equity Resources Directory https://untiljusticejustis.org/wp-content/uploads/2020/07/YWCA-Resources-Final-7-2-20.pdf			X

FUTURE SECTION: FINANCES

WHAT	WHY	RESPONSIBLE	HOW	WHEN

FUTURE SECTION: ADVOCACY

WHAT	WHY	RESPONSIBLE	HOW	WHEN

FUTURE SECTION: HUMAN RESOURCES

WHAT	WHY	RESPONSIBLE	HOW	WHEN

FUTURE SECTION: STRATEGIC PLANNING

WHAT	WHY	RESPONSIBLE	HOW	WHEN

FUTURE SECTION: ACCREDITATION				
WHAT	**WHY**	**RESPONSIBLE**	**HOW**	**WHEN**

FUTURE SECTION: FOUNDATION				
WHAT	**WHY**	**RESPONSIBLE**	**HOW**	**WHEN**

FUTURE SECTION: OTHER				
WHAT	**WHY**	**RESPONSIBLE**	**HOW**	**WHEN**