NEW TRUSTEE ONBOARDING ROADMAP

Washington State
ACT
Association of College Trustees

June 2020

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INTRODUCTION

BACKGROUND

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

A subcommittee was formed (see below for a list of members). Members 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 is successful and what needs improvement.

Based on that feedback, it was decided to create a "roadmap" to guide new trustees' learning in their first days, months, and years of service.

INTENT

We believe colleges should continue to own their onboarding process. 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 effectively and comfortably within a year.

DESCRIPTION AND ORGANIZATION

The Roadmap is organized as a "digital binder". Each tab represents a section. Information is organized by subject area. A recommended timeframe for covering a particular topic is provided. You may view the contents by subject area, or you may view it by timing. Recommended "leads" for covering the topic with new trustees are also provided.

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". There is a Table of Contents with links to the tabs. Predefined print fields are provided for ease of use.

HOW TO USE

The outline format can be viewed at the Topic or Subtopic level. Colleges can use it as a prompt for topics to cover with their new trustees. 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 will appreciate your suggestions of resources and additional topics to make the Roadmap as useful as possible.

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 services 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
						  ○ Nonprofit
						  ○ Business
						  ○ Government
									X

Key Employers and Businesses • Major local employers • Local employment needs • Gaps and opportunities	• Understand local community need 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 • Nonprofit, businesses, municipalities	• Know who important partners are • Know who potential partners are • How to foster relationships	X	X						X
College Advisory Committees • What are they • What do they do • Who serves on them • Effectiveness	• Know how local industry and community 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 • SCTC Colleges • How 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 the State and SBCTC system • Understand how funding is allocated for the college			X	X	• New Trustee Orientation Session (Jan or Feb) o 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 he/she should attend
			X	X	X	• SBCTC website
						• SBCTC publications
						• ACT website
						• ACCT website
						   ○ About
						   ○ Events
						   ○ Resources
						   ○ Publications
						   ○ 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 • 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 trustee • Working within 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 o "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			

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
Scope of the trustee commitment • Board meetings: preparation and attendance • Additional trustee meetings • Community events • College events • Local, state and national conferences	• Understand what is expected of you - time and level of participation	X	X				X	X	
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		

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
Ethics • Code of ethics • Open meetings law • Public records • Conflict of interest • Personal financial disclosures (F-1 filing)	• Avoid trouble for you and the college • Use your position of authority appropriately	X	X	X		• ACT website • "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	X	X	
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 trustee • 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) o 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	
Communication • Board communications with each other, the president and the college	• Ensure compliance with open government requirements • Understand whom to talk with and about what	X	X				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
Shared Governance	•					•			

FUTURE SECTIONS

FINANCES										
WHAT	**WHY**	**RESPONSIBLE**				**HOW**		**WHEN**		
What I Need to Know **College Budget and Finances** • College funding • How funds are spent **TBD** •	Purpose	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year

ADVOCACY										
WHAT	**WHY**	**RESPONSIBLE**				**HOW**	**WHEN**		
What I Need to Know **Legislative Representatives** • **Advocacy with the state legislature** • SBCTC/ACT role • College and trustee role	Purpose	President's Office	Board Chair	Self-Guided	Trustee Assoc.	Resources/Methods/Actions	1-30 days	90 days	1 year

HUMAN RESOURCES										
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
Tenure/Academic Freedom • **Union/Collective Bargaining** •									

DIVERSITY, EQUITY AND INCLUSION (DEI)										
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
TBD ● **TBD** ●									

STRATEGIC PLANNING									
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
TBD ● **TBD** ●									

ACCREDITATION										
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
Accreditation Process • Cycle • What I need to know **TBD** •									

FOUNDATION										
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	
TBD ● **TBD** ●										

OTHER									
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
TBD ● **TBD** ●									