

North Central State College
Board of Trustees' Retreat
March 31, 2007
Management Notes

I. CALL TO ORDER

The Chair called the meeting to order at 8:00a.m.

II. ATTENDANCE

The Recorder noted those present.

Present: Dr. Ronald Abrams
Dr. Omar Guimaraes
Dr. Pat Hightower
Mrs. Edith Humphrey
Dr. Linda Kafer
Mr. Matt Smith
Mr. Nathan Ujvari
Mr. Stephen Williams

Absent: Dr. Mehdi Ressallat
Mr. Bud Vetter

III. TEAM BUILDING EXERCISES

Matt Smith introduced two team building exercises to lead into the mornings activities. One exercise was the Board and Nails exercise and the other was the Nut and Bolt exercise. The Chair emphasized that the Board and Nails exercise demonstrates that sometimes it is important to realize that a problem might have more than one solution that all work equally well may take a few fresh perspectives to see a different solution. The Bolt and Nut exercise demonstrates that we shouldn't always rely on what we know to be "box solution" and should force ourselves to look for the "out-of-the-box" solution. In this particular exercise the "boxed solution" would not resolve the problem and forced participant to look to alternatives in order to resolve the problem.

IV. OPENING REMARKS

Matt Smith presented a recent edition of "Your Career Leader" that headlined "Free Tuition to go to College" and tied it in to Dr. Ressallat's long-time passion toward maintaining tuition costs to make higher education affordable to all students. Matt highlighted Dr. Ressallat's long-time advocacy on behalf of the students and offered a sincere congratulations for being slated to receive the Ohio Association of Community College's Excellence in Trusteeship Award on behalf of the Board and on behalf of the Students.

Matt Smith summarized the key objectives for this Board Retreat as:

1. Giving all Board members a better understanding of what it means to be an effective Board.
2. Giving each Board member a clear understanding of what Trustees expect from each other and themselves.
3. Build on effective communications among Trustees and between the Board and the President
4. Discuss identification of problems, potential issues and areas that need to be improved.
5. Take the Opportunity to discuss and solve problems that may hurt Board performance.
6. Identify strategies to enhance Board performance.
7. Gain a renewed dedication to the Board and its purpose.
8. Gain an agreement on Board roles and Trustee responsibilities
9. Discuss Board goals and objectives for the coming year.
10. Discuss how to get a good team to become a great team and this is not just for the Board but for the entire College as well.

Matt Smith highlighted the fact that Diane Hipsher has consistently molded young leaders of the Beta Theta Eta chapter of Phi Theta Kappa over the years since its beginning and took a hand full of individuals that made a strong team, then made them a good team. The accomplishments and accolades of the current leadership would suggest and evidence would show that Diane Hipsher has taken the Beta Theta Eta Chapter to a level that would establish them as an example of a Good Team that has become a Great Team and set them as a good example of “Goodness to Greatness” that others would do well to emulate. In recognition of this accomplishment Matt directed that a print of the eight Ohio Presidents be framed and engraved for presentation to the Beta Theta Eta Chapter from the Board of Trustees.

V. WHAT IT MEANS TO BE AN EFFECTIVE BOARD.

The Board Chair asked each Board member as well as the President to tell the others, why they are here and why are they engaged in North Central State College. Upon conclusion Matt stated that in order to become a more effective Board it is important to know the history of the Institution and the Board’s relationship. To start things off, Matt asked Dr. Abrams to provide a brief history of higher education in Ohio. Dr Abrams recapped the history of higher education in Ohio focusing on Technical and Community Colleges.

VI. WHAT TRUSTEES EXPECT FROM EACH OTHER AND THEMSELVES

The Board Chair indicated that much of what is expected is affected by the culture of the institution and the individuals that make up that institution. Matt called for discussion on what is culture and how do you build a positive culture?

After some discussion, Matt called for a review of the role of the Board. If the Policy Governance Policy is a roadmap for becoming an effectively running Board Matt asked for discussion on the question, have we as a Board arrived at that destination? The Policy Governance Policy (PGP) clearly demonstrates a strong linkage between the Board and the CEO working as a team. The PGP helps to clarify the expectations of the Board and the CEO. This approach to leadership of the institution is a change from earlier models of leadership that tended to bog things down. Dr. Guimaraes stated that because he was relatively new to the Board and unfamiliar with the previous style of governance, he asked if someone could recap for him the difference between the previous style of governance and the Policy Governance style of governance. Dr. Kafer offered her insights. She indicated that the transition moved from being more involved in operational matters to assuming a more active role in vision. This change left the matters of day-to-day operations to the President and allowed the Board to focus on the future vision instead of present operational matters. After some further discussion of the Policy Governance Policy the Board directed that each regular meeting include some discussion/review of a targeted policy or policy section in order to ensure the policy remains current and the Board remains focused and on task. Further, this review of the policy governance policy needs to be tied into the annual planning calendar to ensure continuity and the Board needs to ensure that the planning calendar is updated each year to ensure that policies and timelines remain current. Matt noted that the ends statements in the governance policy needed to be updated as well as the current planning calendar. Additionally, keeping the Board oriented on the College facilities, issues, and affairs in an important part in helping the Board remain effective. As part of the Board orientation process the Chair asked that a Board orientation opportunity be made available one hour before each regularly scheduled meeting.

VII. BOARD PERFORMANCE

Matt asked for discussion of the question...where are we performing well as a Board?

- In preparing for the future (with the President's guidance)
- In addressing labor needs of the community (Feb. 28th FYI materials included the College Values Statement that helped to support this claim)
- In engaging in AQIP/AtD – linking these to the Board's Ends Statements
- Intra-Board communication – sharing a common vision
- External communication
- In becoming a model institution for the 21st century

Matt asked for discussion of the question...what are our challenges (areas to improve)

- Strategic Plan
 - Health Care – clinical sites, faculty hiring, changing mind sets, waiting lists, minority outreach and adult outreach

<<<BREAK – KEHOE FACILTY TOUR>>>

- Critical Issues We Have
 - Funding Challenge – people, facilities, programming, 5 elements in the Strategic Plan
 - Faculty Association
 - Foundation Leadership and Direction
 - Community College distinction

VIII. CO-LOCATED CAMPUS ISSUE

Dr. Abrams shared some upcoming conversations regarding co-located campuses.

IX. BOARD – CEO RELATIONSHIP

Board Chair presented the impending contract renewal and called for discussion of moving to a new three-year contract. Chair asked the Board to bring discussion on the matter through the Chair and asked all to review current contract and propose revisions in preparation for next contract period.

X. GOALS AND OBJECTIVES DETERMINED

Matt Smith recapped the Board Goals and Objectives that were brought to light from this Board of Trustees Retreat.

1. National Recognition – The Board needs to determine appropriate national recognition awards, what it takes to win the awards and what we need to do as a Board and as an Institution to receive these kinds of awards. Our strategic plan needs to include a goal toward achieving national recognition for what we are doing.
2. Establishment and Utilization of Trustee Resources
 - Trustee Library
 - Use and development of Trustee website as a resource
3. Regular Review and Revision of Policy Governance Policies and Board Goals
 - To ensure compliance with established governance policy
 - To ensure Board Goals reflect current needs and times.

XI. RETREAT REVIEW

The Board Chair recapped the accomplishments of the retreat, made a few closing remarks and thanked all present for their participation and willingness to make a difference. He emphasized the important work done by the College and what it means to the communities we serve. The Board Chair declared the Retreat Adjourned at 12:10pm.

Respectively submitted:

Mr. Stephen R. Williams, Recorder

Mr. Matthew P. Smith, Chair