



MEMORANDUM

TO: Prospective Board Members

FROM: Gateway Technical College Board of Trustees

SUBJECT: Board of Trustee Leadership and Responsibilities

DATE: February 2015

The Gateway Technical College Board of Trustees welcomes your interest to serve as a member of the Board. This leadership position requires a commitment of your time and talent and an understanding of Policy Governance. Time commitment includes attending a monthly board meeting along with other ad hoc activities such as District Board Association meetings, national and regional legislative conferences, committee meetings and various special events held on campus, such as graduations, ribbon cutting ceremonies, etc.

The Board of Trustees operates under Policy Governance which means that the Board is morally obligated to respond to the needs of the community. In an on-going process, the Board links with the community, sets policy based on the community's needs, and monitors college progress toward fulfilling its ends statements to determine that the college is meeting those needs. In addition, the Board receives most of its communications from the college, including Board meeting agendas, electronically. Each Board member is supplied with a college-owned iPad and college email address. The Gateway Board has its own website that includes meeting schedule, agendas—current and archived—and other resources; it is www.gtc.edu/board.

The Board believes prospective trustees should have an opportunity to review the trustee's accountability and role before accepting an appointment. To that end, we are providing you with basic information to help you make your decision regarding a Board appointment.

Attachments:

- Board Meeting Dates – 2014-2015
- Board Member Orientation Schedule
- Sample Agenda – January 22, 2015
- Policy Governance—A Definition; additional information on this model can be found at: <http://www.carvergovernance.com/model.htm>
- Board Responsibility, Policy 1.3
- Board Member's Role, Policy 1.5
- College Strategic Directions/Ends Statements, Policy 4.4



GATEWAY TECHNICAL COLLEGE DISTRICT BOARD Meeting Schedule – 2014-2015

August 21, 2014 - Racine
September 18, 2014 – Kenosha
October 21, 2014 - Burlington
November 20, 2014 – iMET Center
December 16, 2014 – Kenosha (3:00 pm)
January 22, 2015 – HERO Center
February 19, 2015 - Kenosha
March 19, 2015 - Elkhorn
April 16, 2014 – Horizon Center
May 4, 2015 – Budget Hearing - Racine
May 14, 2015 – Burlington Center
June 18, 2015 – Kenosha
July 13, 2015 – Elkhorn

Board Meetings and Organization Meeting begin at 8:00 a.m.
Budget Hearing begins at 7:00 p.m.

GATEWAY TECHNICAL COLLEGE DISTRICT BOARD

Board Orientation Schedule

Activity	Timeline	Resources
1) Mentor Assigned & Meeting Scheduled	April	Chair Assigns Mentor
2) Attend a Board Meeting and Budget Hearing	May & June	Meeting Agendas
3) Knowledge of Policy Governance and Board's Policies	May & June	Electronic/Website & Hard Copy Sources
4) Knowledge of Robert's Rules of Order	May & June	Electronic & Hard Copy Sources
5) Administrative Support	May & June	Meeting with Kelly Bartlett
6) Tour All Facilities	May & June	Virtual, Campus Deans
7) Wisconsin Statutes Governing Technical Colleges and Open Meetings	July & August	Electronic & Hard Copy Sources
8) Wisconsin District Boards Association Structure & Committees	July & August	President, Board Colleagues Electronic & Hard Copy Sources
9) Association of Community College Trustees	July & August	President, Board Colleagues Electronic & Hard Copy Sources
10) College Structure, Staff, Strategic Plan, History, Accreditation	July – <i>prior to Organizational meeting</i> (1-2 hours)	President, Vice Presidents, Deans HLC Self Study
11) Relationship with Staff Policies, Finance Practices & Constraints, Collective Bargaining, Board Goals & Monitoring	Summer Board Retreat	President, Vice Presidents, Chief Financial Officer, Budget Document, Comprehensive Annual Financial Report (CAFR)

GATEWAY TECHNICAL COLLEGE DISTRICT BOARD

Regular Meeting – Thursday, January 22, 2015 – 8:00 a.m.
HERO Center, 380 McCanna Parkway, Room H101
Burlington, Wisconsin 53105

Info. / Disc	Action	Roll Call	AGENDA		Page
			I.	Call to Order A. Open Meeting Compliance	
		X	II.	Roll Call	
	X		III.	Approval of Agenda	
	X		IV.	Approval of Minutes A. December 16, 2014 – Regular Meeting	
X			V.	Citizen Comments	
X X X			VI.	Chairperson’s Report A. Board Goals Monitoring B. Dashboard Monitoring C. District Boards Association	
X X			VII.	President’s Report A. Announcements B. NISOD Award Winners	
			VIII.	Operational Agenda	
	X	X X		A. Action Agenda 1. FY 2014-15 Budget Revision #2 2. Resolution F-2014-2015E.2 – Resolution Awarding the Sale of \$1,500,000 General Obligation Promissory Notes, Series F-2014-2015E B. Consent Agenda 1. Finance a) Financial Statement and Expenditures over \$2,500 b) Cash and Investment Schedules 2. Personnel Report 3. Contracts for Instructional Delivery 4. Advisory Committee Activity Report 5. Program Approvals a) Firefighter Technical Diploma b) Human Resources Associate Degree Program	
			IX.	Policy Governance Monitoring Reports	
	X X X			A. Ends Statement Monitoring 1. End Statement #5 – Gateway provides a positive return on taxpayer and community investment by leveraging its core capabilities in a financially and socially responsible manner. FY 2014-2015 Quarterly Financial Update (B. Thomey) 2. End Statement #1 – Gateway provides academic programs and services that meet the current and future postsecondary technical education needs of our tri-community and assists in the preparation and transition of all learners. Academic Programs and New Teacher Certification (Z. Haywood) B. Executive Limitations 1. 3.4 Budget/Forecasting (J. Nygard)	
X			X.	Board Member Community Reports	
X		X	XI.	Next Meeting Date and Adjourn A. Regular Meeting - Thursday, February 19, 2015, 8:00 am, Kenosha B. Adjourn – Following the regular meeting, the Gateway Technical College District Board will meet in executive session pursuant to Wisconsin Statutes 19.85(1)(c) to discuss personnel issues and the President’s goals. The Board reserves the right to reconvene in open session to take action on items discussed in executive session.	

What Policy Governance IS

Principles of Governance

- 1) **Ownership**: The source of board legitimacy – to which the board must morally and/or legally connect its authority and accountability for the organization. Other “stakeholders” such as staff, customers, and suppliers are not “owners” unless they independently qualify as such.
- 2) **Governance**: The job of the group granted full accountability and full authority for value produced on behalf of those who morally, if not legally, own the organization. The servant-leadership work of the highest and initial authority within the organization.
- 3) **Board Holism**: Board authority lies in the group’s one voice honed from the diversity of the whole group.
- 4) **Accountable, Effective, Delegation**: In being accountable for an entire organization’s conduct, achievement, values, and destiny, a board has no choice but to exercise unambiguous control. However, the imposition of controls on delegates can be as destructive to owner interests as it is favorable to them. Consequently, a board needs to exercise a type of control that safeguards owner values, optimally empowers human beings in the enterprise, and never delegates the same responsibility or authority to more than one point.

Fundamentals of Policy Governance

- 1) Focus is on policies, not on operating decisions.
- 2) A policy represents a *value* or point of view that precipitates an action.
- 3) Each Board policy, correctly framed, is an expression of the *values* the Board holds on that topic.
- 4) The Board prescribes the *Ends*.
- 5) The Board does not involve itself in staff means except to define limits of prudence and ethics.
- 6) Monitoring at prescribed times and with prescribed thoroughness is essential.
- 7) The CEO is the only official contact with the staff.
- 8) Board committees do *Board* work, not staff work.
- 9) Board committees do not supervise or evaluate staff.

BOARD RESPONSIBILITY

The Board functions as a collective body to promote a positive image for the College while representing the community in determining and assuring appropriate organizational performance. Board responsibilities are distinguished from the President responsibilities by the following:

Serving as the official governance link between the College and the stakeholders.

- 1) Employ and supervise the College President.
- 2) Annually approve and retain the services of external legal counsel.
- 3) Approve and retain the services of financial auditor.
- 4) Enact written governing policies which address:
 - a) **ENDS:** College services, impacts, benefits, outcomes, recipients, and their relative worth (what good for which needs at what cost). Ends include College vision, mission, purposes, and strategic directions.
 - b) **EXECUTIVE LIMITATIONS:** Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c) **GOVERNANCE PROCESS:** Specification of how the Board conceives, carries out, and monitors its own tasks.
 - d) **BOARD/STAFF RELATIONSHIP:** How authority and accountability is delegated to the President and its proper use monitored.
- 5) Monitor College effectiveness in meeting Board policies on Ends.
- 6) Assess President's performance through a formal review each May/June with respect to achievement of Board policies on Ends and Executive Limitations, responsibilities in the President's position description, and President's annual goals and objectives as established by the Board in consultation with the President.

Adopted: August 17, 2000

Reviewed: March 21, 2002, January 20, 2005, July 14, 2008, December 17, 2009, December 16, 2010

BOARD MEMBERS ROLE

1. The Board functions as a collective body. The success of the Board depends on each individual Board member exercising responsibility through positive actions in the following areas:
 - a. Being effective at Board meetings through appropriate preparation, regular attendance, active participation in Board discussions and willingness to volunteer for ad hoc committee or other Board tasks.
 - b. Understanding and supporting the Board governance concept and Board policies.
 - c. Being knowledgeable concerning the College Means for accomplishing its Ends such as organization, facilities, instructional programs, budget, and key processes.
 - d. Being knowledgeable concerning the organization of the Wisconsin Technical College System and applicable state statutes.
 - e. Being familiar with major district, state, and national issues affecting the College.
 - f. Engaging in Board and self-development activities designed to promote Board effectiveness through attendance at state, regional, and national Board association meetings and by utilizing resources available in the College.
 - g. Attending College events.
 - h. Representing the College to the community.
 - i. Representing the community to the College.
 - j. Being active in legislative advocacy.

Adopted: August 17, 2000
Reviewed: March 21, 2002, July 14, 2008, January 19, 2010, April 21, 2011

COLLEGE STRATEGIC DIRECTIONS/ENDS STATEMENTS

Gateway Technical College is a key academic enterprise that serves Southeastern Wisconsin. By engaging in innovative higher education and technical training programs, as well as a variety of community partnerships, the tri-county community will utilize Gateway as a premiere resource for workforce education.

- 1) **Gateway provides** academic programs and services that meet the current and future postsecondary technical education needs of our tri-community and assists in the preparation and transition of all learners.
- 2) **Gateway provides** innovative and entrepreneurial programs and services that align with the educational, economic, and tri-county community needs for students' regional and global competitiveness.
- 3) **Gateway provides** leadership in tri-county community and workforce development through collaborative partnerships with business, industry, labor, and community organizations to support economic development, keeping in mind the desire not to duplicate services for an efficient use of taxpayer dollars.
- 4) **Gateway models** integrity, social responsibility, and continuous improvement in its internal and external processes and relationships.
- 5) **Gateway provides** a positive return on taxpayer and community investment by leveraging its core capabilities in a financially and socially responsible manner.

Adopted: August 17, 2000
Reviewed: November 15, 2001, November 20, 2003, June 22, 2004, September 21, 2006, January 22, 2008