

# Board and CEO Partnership for Student Success

Ms. Angela Delli Santi, Trustee

Dr. Larry Nespoli, Trustee

Dr. Jianping Wang, President

Mercer County Community College

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*Moving You Forward* >>>



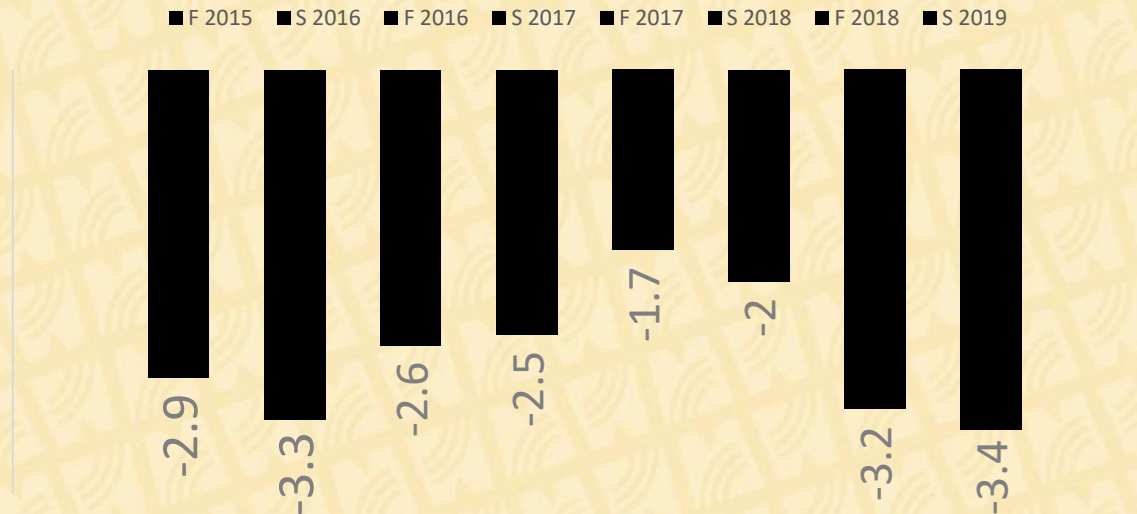
# Institution Profile:

- Located in Princeton Junction, NJ with a suburban main campus and an urban campus in the state capital
- Serving approximately 11,000 credit students, 5,000 non-credit students annually
- Offering about 100 degree and certificate programs including unique programs such as Aviation (pilot certification), Funeral Services, Radiography, Horticulture
- A large continuing education division serving more than 100 businesses housed in the Conference Center

# Challenging Environment:

- Declining enrollment trend

TWO-YEAR NATIONAL PUBLIC INSTITUTIONS  
NATIONAL ENROLLMENT TRENDS



Source: National Student Clearinghouse Research Center, May 2019

# Challenging Environment Continued

- State fiscal support for public higher education
  - ✓ According to ACE (American Council on Education), state fiscal investment in higher education has been retreating since 1980. It is a race to the bottom in spite of the increased demand for higher education since 1970;
  - ✓ Some states' funding formulas are tied to enrollment;
  - ✓ Close to forty states are adopting performance based funding and accountability is in style

# Challenging Environment Continued

- Incoming students' academic preparedness decreases
- Incoming students' expectations increase
- Incoming student needs for services escalate

# Stronger Partnership between Board and CEO through Developing

- A Student-Centered Vision: Strategic Plan
- Bold Strategic Decisions: Technology/Cloud move and HR restructure
- Relevant Policies: Eliminate Graduation Fee
- Recognize and Reinforce Culture-Changing Behaviors: Innovation Grants

# Outcomes

- Enrollment increase
- Graduation rate increase
- Improved student services
- Improved community and industry relationships/partnerships
- Increased scholarships and endowment
- Increased fund reserve balance/rainy day fund.

# Lessons Learned

- Develop the Board and CEO:

For the Board: retreat, consultants, bylaw revisions, listening sessions

For the CEO: mentoring, training, evaluations



# Lessons Learned Continued

- Strengthening communication through listening, coaching/training
  - Between the board and the college community
  - Between the Board and CEO
  - Between the Board Chair and CEO

# Questions???

Our Contact Information

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	<b>Generative</b>	<b>Strategic</b>	<b>Fiduciary</b>
<b>Board's purpose</b>	Source of leadership for organization	Strategic partnership w/ management	Stewardship of tangible assets
<b>Chief role</b>	Sense maker	Strategist	Steward
<b>Core work</b>	Find and frame challenges, reconcile values and choices	Scan environment, shape strategy, create comparative advantage	Set mission, oversee operations, deploy resources, ensure compliance
<b>Conducive process</b>	Inclusive conversations	Task forces, ad hoc work groups	Standing committees
<b>Power base</b>	Ideas, insights	Technical expertise	Legal authority

From: Governance as Leadership, Richard Chait

# Code of Ethics

- a) A Trustee should devote time, thought, and expertise to the duties and responsibilities of a community college trustee so as to render effective creditable service. Trustees are expected to act in a civil and respectful manner to all colleagues and in public meetings and will strive to listen and be open to others' ideas.
- b) As an individual, a Trustee has no legal authority outside of the meetings of the Board and should conduct him/herself accordingly. Any communication with the public should be through the President or Board Chair.
- c) A primary function of the Board of Trustees is governance, i.e. to establish the policies and goals of the institution, to develop the Strategic Plan to achieve these goals, and to audit the performance of the President in the fulfillment of these policies and the progress towards the goals. The delivery of this primary function is through the Board as a collective entity, not by individual board member(s). The management and administration of the College's operations shall be left to the President and the President's staff.
- d) The role of an individual Trustee is significantly different than the roles of the President and other administrators employed at the College. Individual Trustees do not perform administrative work of the institution. Trustees can always obtain needed information and reports to fulfill their role through the Chair or President. They must refrain from directing College staff work, asking for special favors of the staff or otherwise asking staff to perform tasks.
- e) Trustees supervise and direct only one staff member, the President. Trustees are further advised that the President takes direction from the Board, the Board Chair, and not from individual members.
- f) Trustees should strive to support the College staff and should never criticize the College President, any staff or fellow Trustees in public. If a Trustee is contacted by College Staff for any reason, the Trustee should listen respectfully. However the Trustee should redirect the staff to the appropriate administrator or report that conversation to the Chair and/or College President.

## Code of Ethics Continued

- g) No Trustee should accept from any person, directly or indirectly, or through his/her spouse, or any member of his/her family any gift, favor, service, employment, or other things of value under circumstances from which it might be reasonably inferred or which he/she knows or has reasons to believe is offered to him/her with intent to influence his/her public duties and responsibilities.
- h) No Trustee should knowingly act in an official capacity, by voting or otherwise, on any College matter in which he/she has an interest. Disclosure is required of Trustees concerning all relationships and business affiliations that reasonably could give rise to a conflict of interest involving the institution.
- i) No Trustee should act as an officer or agent of the College for the transaction of any business with himself/herself or which he/she has an interest.
- j) No Trustee should recommend to hire a particular individual for a particular position at the College or serve as a recommendation for a hire at the College.
- k) Trustees should never reveal confidential or executive session items. Trustees should treat information that is known to be confidential or privileged as strictly confidential both during and after the completion of his/her service with the College. No Trustee should willfully disclose to any person or party for personal gain any information not generally available to members of the public which he/she receives or acquires in the course of his/her official duties.
- l) No Trustee should have any interest, financial or otherwise, direct or indirect, or engage in any business or transaction or professional activity which might reasonably be expected to impair his/her objectivity or independence of judgement, or which is otherwise in substantial conflict with the proper discharge of his/her duties in the public interest.

## Code of Ethics Continued

- m) No Trustee should use or attempt to use his/her position as a trustee to secure unwarranted privileges or advantages for himself/herself or others, or advance his/her own interest.
- n) No Trustee should act in his/her official capacity in any matter wherein he/she has a direct interest that might reasonably be expected to impair his/her objectivity or independence of judgement.
- o) No Trustee, nor any member of the immediate family of a trustee, shall do business directly or indirectly, with the institution that (s)he governs or by which (s)he serves as a Trustee.
- p) The prohibitions of O above shall also apply to any firm, association or partnership by which the Trustee owns or controls more than one percent of the profits or assets of that firm, association or partnership. Such prohibitions shall also apply to shareholders, associations, or professional employees of a professional service corporation regardless of the extent or amount of their shareholder interest in such a corporation.
- q) Any Trustee who is currently involved in a business relationship that is prohibited by this Policy shall be given 30 days to terminate the prohibited business relationship or to resign from the Board. Failure to comply with the terms of this Policy shall constitute good cause for a petition to an appropriate entity for the removal of a Trustee.
- r) Failure to comply with this Code of Ethics shall constitute good cause for a petition to an appropriate entity for the removal of a Trustee.