

**Hocking College  
Board of Trustees Retreat  
Thursday, February 2, 2012**

Facilitator: Dr. Narcisa Polonio

**BOARD RETREAT**

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| <b>8:30 a.m.</b>              | <b>Continental Breakfast</b>   |
| <b>9:00-9:30 a.m.</b>         | <b>Welcome, Introductions and expectations exercise</b>  |
| <b>9:30 -10:30 a.m.</b>       | <b>Roles and Responsibilities of the Board</b> <ul style="list-style-type: none"><li>- <b>Assessing Where We Are</b></li><li>- <b>New Trustee Orientation</b></li><li>- <b>Priorities: What Needs to be in Place</b></li><li>- <b>Future Direction</b></li></ul> |
| <b>10:30-10:45 a.m.</b>       | <b>Break</b>   |
| <b>10:45 a.m. -12:00 p.m.</b> | <b>Creating an Exceptional Board/President Relationship</b> <ul style="list-style-type: none"><li>- <b>Board Goals</b></li><li>- <b>President Goals</b></li><li>- <b>President Evaluation and Board Self-Assessment Process</b></li></ul>                        |
| <b>12:00 p.m.</b>             | <b>Lunch</b>   |
| <b>1:00-2:00 p.m.</b>         | <b>Board Communication</b> <ul style="list-style-type: none"><li>- <b>Determine preferred method of receiving information</b></li><li>- <b>Protocols and guidelines</b></li></ul>  |
| <b>2:00- 3:00 p.m.</b>        | <b>Board Policy vs. College Policy</b> <ul style="list-style-type: none"><li>- <b>Bylaws and Statute</b></li><li>- <b>Administrative Policy</b></li></ul>  |
| <b>3:00-3:15 p.m.</b>         | <b>Break</b>   |
| <b>3:15-4:00 p.m.</b>         | <b>Strategic Planning and Goal Setting</b>   |

March 6, 2012

Dear Chairman Brooks and Dr. Erickson:

Allow me to take this opportunity to thank you for asking ACCT to facilitate the Hocking College Board Retreat on February 2, 2012. It was both a pleasure and an honor to be of service. We had a very productive day, and we made significant progress examining the role and responsibilities of the board. Below is an overview of the retreat and the agenda, my observations, and my recommendations for the board as follow up to the retreat.

## Overview and Agenda

The board retreat was an opportunity for the trustees and the president to interact, learn, discuss, and plan. During our time together we discussed board relationships, specifically the board/president relationship, board communication, and strategic planning and goal setting. The board members also had an opportunity to share some of their concerns, including how to bridge the knowledge gap so that they can be more effective trustees and accelerate the learning agenda for the board. Another area of concern expressed by the majority of the trustees was ensuring that they were focusing their efforts on the right priorities—in other words, what would be most beneficial for the College and the students. Clearly, bringing stability and leadership to the College was a top priority for all. The trustees recognized that a great value of having a new board is that it allows the College and the community to put past differences behind and focus collectively on the future of the institution.

Other specific areas of concern included:

- Desire to understand the budget and the budget process
- Understanding the value of academic program review
- What data the board needs and how to interpret data
- Obtaining a historical perspective of the complex issues facing the College
- Learning about national priorities and emerging issues for community colleges

## Foundation of the Board/President Relationship

The board participated in an exercise to help clarify “what the board needs from the president” and “what the president needs to meet the expectations of the board.” Below is an outline of the exercise results:

### What the Board Expects from the President

1. To provide presidential leadership, articulate a vision, and support the mission of the College
2. To be honest, truthful, enthusiastic, and demonstrate integrity
3. On-going communication; share important information, data and knowledge of best practices
4. Good decision making and results; willingness to take risks

### What the President Needs from the Board

1. Stand by the president and support difficult decisions
2. Guidance and direction
3. Ask hard questions
4. Support the president’s team
5. Support and promote the vision
6. Engage and actively support college events; advocate for the College
7. Maintain open communication and willingness to listen to both good and bad news

## Recommendations

We ended the retreat with a discussion on priorities for the board and the president. The exchange and discussion was fruitful, covering a wide range of opinions and suggestions. Below are my recommendations of the top priorities for the president and the board

### Priorities for the President

1. Lead a strategic enrollment, retention, and completion process with specific goals
2. Strengthen the shared governance process
3. Address all cited concerns of the Higher Learning Commission accreditation peer review team
4. Focus on expanding program options and increasing enrollment at the the Logan campus
5. Continue to expand ties with the community and increase inter-agency partnerships
6. Focus on academic quality
7. Increase non-credit and customized training opportunities for regional businesses and be aware of demographic and workforce trends
8. Rebuild the College Foundation with a focus on supporting the College's strategic initiatives
9. Successfully negotiate bargaining unit agreements that balance competitive compensation packages with the long-term financial viability of the College
10. Improve the capacity of the College for securing and managing grants funding
11. Update and enhance the information technology resources of the College for data-based decision-making

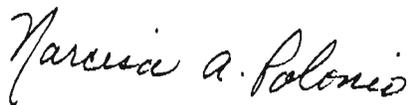
### Priorities for the Board

1. Develop policy to build a reserve for the College
2. Prepare for new board appointments and how to integrate new trustees
3. Design an evaluation process for annual presidential review
4. Focus on risk management
5. Articulate a vision for the College focusing on student success
6. Endorse and monitor the implementation of the strategic plan
7. Work in collaboration with the president to advocate for support for the College
8. Reinforce a strong partnership involving the caring and feeding of the president

## Conclusion

If you have any questions or concerns, please don't hesitate to contact me or Elizabeth Alvarado at 202-774-4470. I look forward to the opportunity to be of further service to Hocking College and assisting its members in their ongoing commitment to improving their community.

Sincerely,



Narcisa Polonio, Ed.D.  
Vice President of Education, Research and Board Services