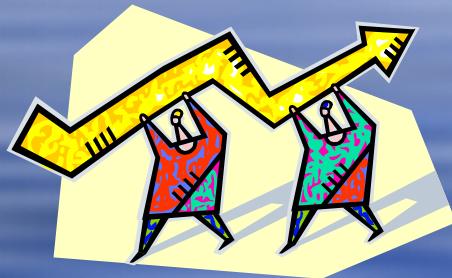
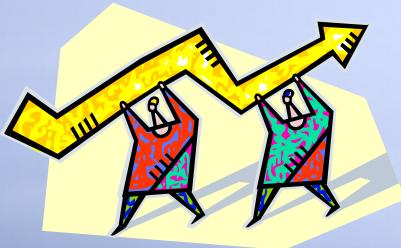


# The CEO-CBO Relationship: Leadership through the Best and Worst of Times

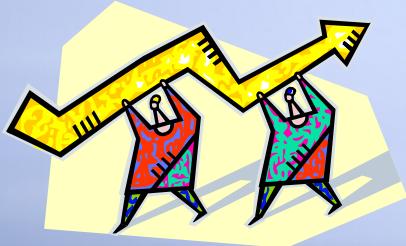


# Martha J. Kanter, Ed.D. Chancellor



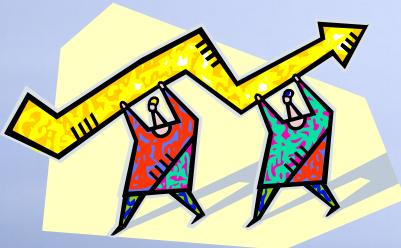
## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

- ◆ Know Your History - Past & Present
- ◆ Internal & External Expectations of the CBO:
  - Who do you work for?
  - Interacting with the CEO & Board,  
together & separately
- ◆ What Goes Right or Wrong
- ◆ Delivering Bad News
- ◆ Keeping Up-to-Date & Up-to-Speed
- ◆ Balancing the Internal & External Workload
- ◆ Getting Feedback from the CEO on  
Your Performance



The CEO-CBO Relationship: Leadership  
through the Best and Worst of Times

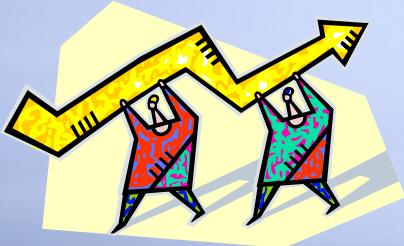
# Know Your History: Past & Present



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Know Your History: Past and Present

- ◆ In 1894, the Junior College of Chicago University granted the first set of associate in arts degrees to students who sought admission to the junior class of the University of Chicago.
- ◆ In 1901 America's first public community college began as an experimental postgraduate high school program, the "brain child" of J. Stanley Brown, Joliet High School's Superintendent and William Rainey Harper, President of the University of Chicago with an initial enrollment of six students.
- ◆ Over 13 years, Alexis Lange, dean of the School of Education at UC Berkeley and David Starr Jordan, president of Stanford, attempted, without success, to establish separate lower and upper divisions for their universities. However, based upon their efforts, the Legislature established the California Community Colleges in 1907.

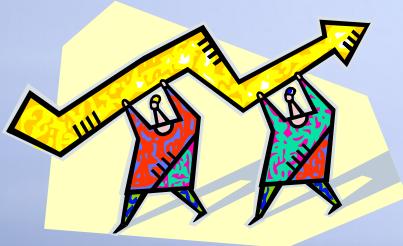


## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Know Your History: Past and Present

Today in the United States, almost half of all undergraduates are enrolled in a community college. In California, 2.7 million students take credit, non-credit and fee-based classes at a community college.

About 10% of Californians attend a community college each week.

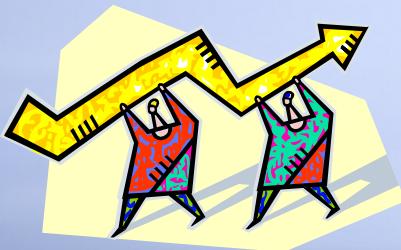


## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Know Your History: Past and Present

#### Governor's 18 Month Budget Proposal Talking Points

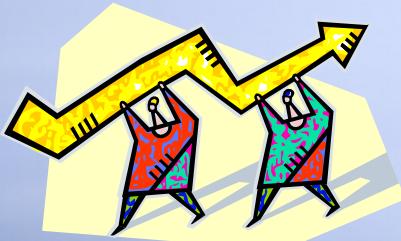
- ◆ Governor Schwarzenegger recognizes California's community colleges as the safety net for job training and higher education in California.
- ◆ With unemployment currently at 8.4% and expected to rise to 9.4% by 2010, keeping the doors open to community colleges is essential for California's economic recovery.
- ◆ The budget provides funding for 36,000 new full-time students in 2009-10, which would bring funded FTEs enrollment to an all-time high of 1.22 million students.



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Governor's 18 Month Budget Proposal Talking Points

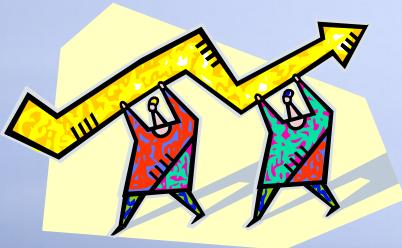
- ◆ The governor's budget includes funding for enrollment growth for selected categorical programs, including EOPS, CARE, DSPS, Matriculation and Student Financial Aid Administration.
- ◆ The governor's proposal to eliminate the statutory cost-of-living adjustment in the 2008-09 and 2009-10 fiscal year will result in a cut to per-student funding of 11%, or a cut of over \$600 per student.
- ◆ This is leading to increased class sizes, and fewer instructional and student services necessary for student success.
- ◆ If this budget plan is enacted, over a three year period, community colleges will have been cut by over \$750 million from the level approved by the voters in Proposition 98 at a time of rapidly growing enrollment and increased career technical education needs.



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Governor's 18 Month Budget Proposal Talking Points

- ◆ While community colleges continue to tighten their belts, they must be given the same ability provided to K-12 schools to restore this purchasing power when the state's budget situation improves.
- ◆ We applaud the governor's signal that he is supportive of ending the longstanding uncertainty created by property tax shortfalls, and look forward to seeing legislative language to provide this protection. We are concerned that the budget does not recognize a growing current year shortfall.
- ◆ We encourage the Legislature to consider the governor's strategy of legally reducing the state's appropriations to community colleges without programmatic cuts, so long as language is provided that gives the Chancellor discretion to consider district financial health when allocating the deferral among colleges.



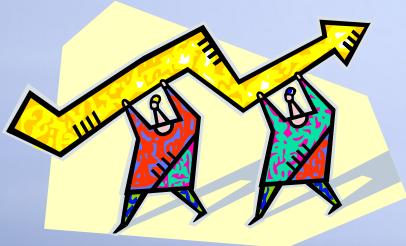
## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Governor's 18 Month Budget Proposal Talking Points

- ◆ Cal Grants: We are disappointed that the governor again proposes eliminating the state's Competitive Cal Grant program, which provides over 44,600 community college students with an average income of less than \$14,000 financial assistance necessary to succeed in college, in favor of students attending more expensive institutions with lower GPAs and higher incomes.
- ◆ Other Budgetary Impacts:

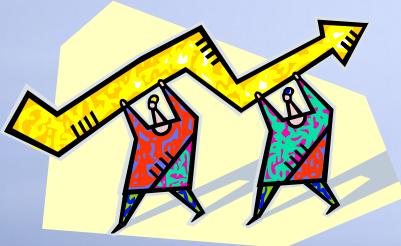
The proposal to cut K-12 schools by \$1.6 billion in the current year, which is expected to lead to a reduction of class days from 180 to 175 and elimination of course requirements for graduation, will heighten the basic skills crisis and negatively impact community colleges.

The depth of cuts to other programs, including social services programs that enable students to attend community college to increase their earning potential, is staggering. The Legislature and governor should work together to mitigate these cuts to avoid exacerbating the state's economic downturn by eliminating services that contribute to educational opportunity.



The CEO-CBO Relationship: Leadership through the Best and Worst of Times

# Internal and External Expectations of the CBO



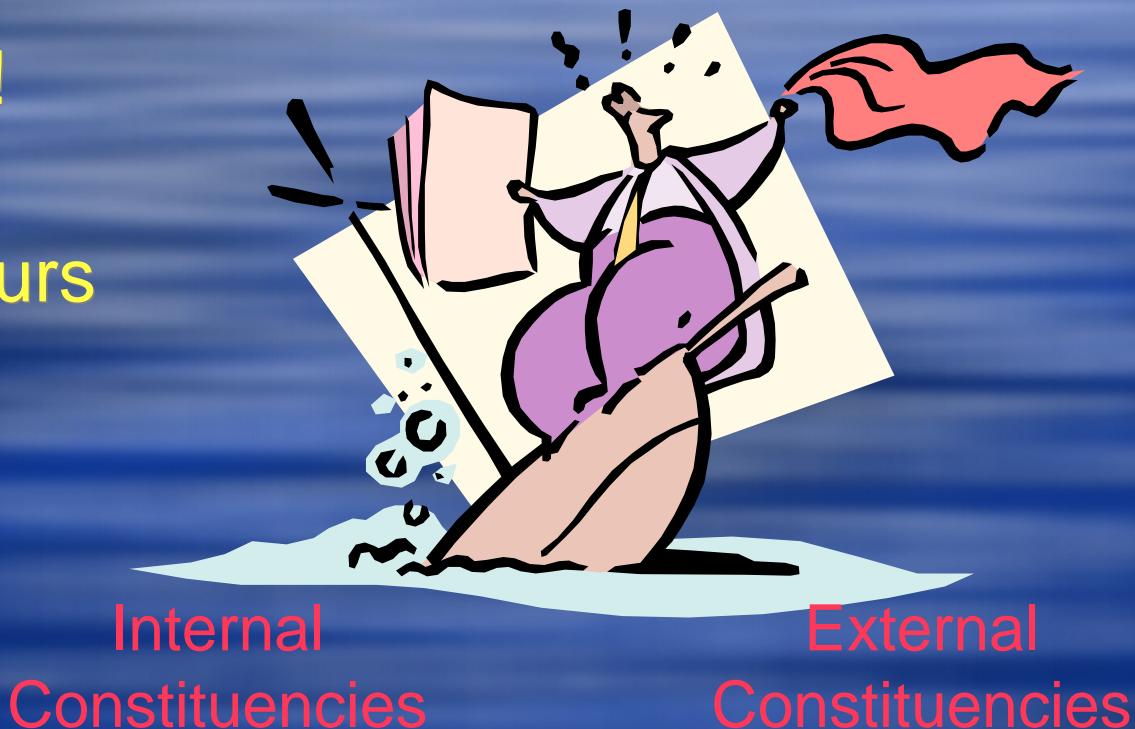
## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

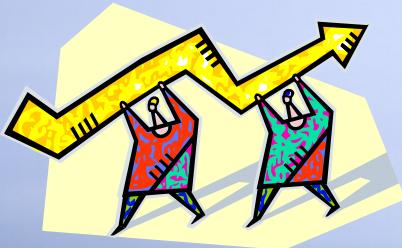
### **WHO DO YOU WORK FOR?**

As the institution's CBO, you must now be prepared and ready for the SPOTLIGHT

24 x 365!

8,760 hours  
per year

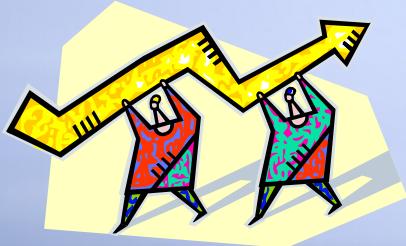




## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### What They Want from the CBO

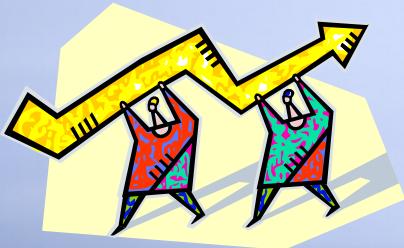
- ◆ “understands the mission of community colleges from a student-centered perspective”
- ◆ “provides the leadership to uphold our fiduciary responsibility as a district”
- ◆ “knows the budget inside out”
- ◆ “trustworthy & confident”
- ◆ “strong speaker and great communicator”



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### What They Want from the CBO

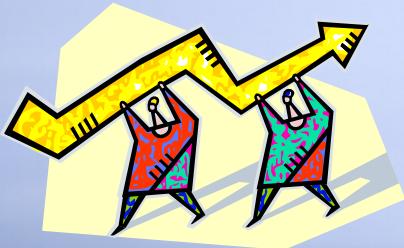
- ◆ “good sense of humor”
- ◆ “excellent team player”
- ◆ “experience with home grown/community source solutions”
- ◆ “knows California Community College funding”
- ◆ “doesn’t micromanage”
- ◆ “has energy and passion for the CBO position”



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Tips for Interacting with the CEO & Board of Trustees, Together & Separately

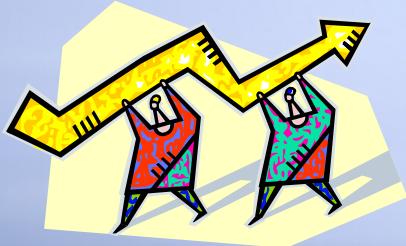
- ◆ Make sure you're on the same page with your CEO, Presidents, Vice Chancellors and/or VPs
- ◆ Strategize on how to share differing views on tough issues before you talk with the Board
- ◆ Always, always be courteous, calm and respectful
- ◆ Focus on the big policy issues; if you're in the weeds, adding up numbers, something's wrong
- ◆ Don't let small problems fester or they will become big problems for you!



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

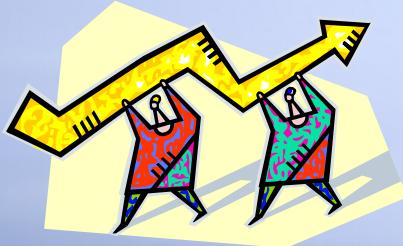
### Your role and responsibility in the community and state's economic and financial future

- ◆ How do you impact impact the community?
- ◆ How to you align what's best for your college/district and what's best for the community?
- ◆ What community business, finance and facilities leaders should you and your CEO know and work with?
- ◆ What external resources do you need to benefit your college/district?
- ◆ What external resources can you leverage to benefit your college/district?



The CEO-CBO Relationship: Leadership  
through the Best and Worst of Times

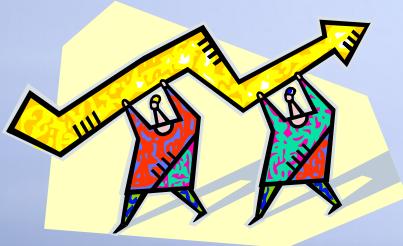
**What Goes Right or Wrong**



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### What Goes Right or Wrong

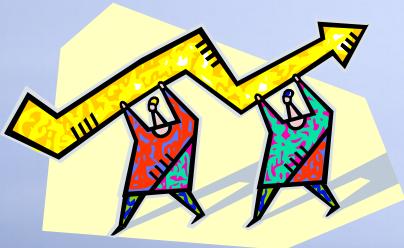
- ◆ Knows that educating students is the purpose
- ◆ Gives the CEO, Board and stakeholders his/her best info, analysis & recommendations
- ◆ Is a model of honesty & transparency
- ◆ Knows what confidentiality means
- ◆ Know how to “calm the seas” & “schmooze”
- ◆ Is constantly scanning the internal and external environment
- ◆ Above all: communicates, communicates, communicates - makes the complex info and dependencies understandable



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### What Goes Right or Wrong

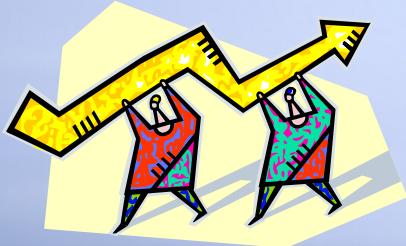
- ◆ Works on behalf of the college(s) & district
  - You work for the students, the community and the State of California as well as for the faculty, staff, and the administration!
- ◆ Reports to the CEO who reports to the board
- ◆ Remember that the Board reports to the community as they are elected officials.
- ◆ Remembers that there is good reason for the chain of command
- ◆ Keeps a sense of humor
- ◆ Isn't buried in paperwork



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

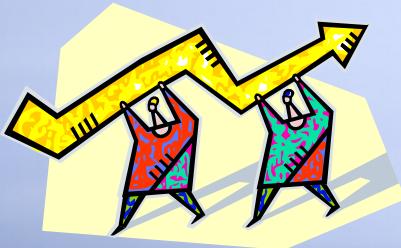
### What Goes Right or Wrong

- ◆ Serves as a model of integrity & high ethical standards
- ◆ Exercises fair, dispassionate, consistent & equitable judgment
- ◆ Is open & reliable in what the CBO says and does
- ◆ Confronts issues & people without prejudice
- ◆ Appreciates diversity and sets the example
- ◆ Never embarrasses or acts capriciously
- ◆ Doesn't compromise popularity for doing the right thing
- ◆ Doesn't play favorites



The CEO-CBO Relationship: Leadership  
through the Best and Worst of Times

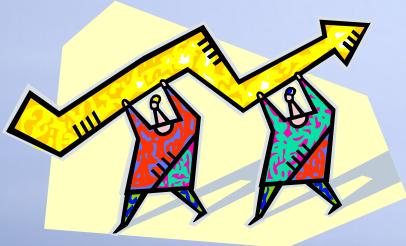
# Delivering Bad News



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Delivering Bad News

- ◆ “There’s no good time like the present”
- ◆ Think about how you’re going to break the news, to whom, in what order and when
- ◆ Timing is critical
- ◆ If it’s major bad news:  
Tell your CEO immediately who will notify the Board, the presidents, etc.
- ◆ Do not procrastinate
- ◆ “No surprises” should be the rule between the CEO and CBO
- ◆ Have some good news in your pocket to share

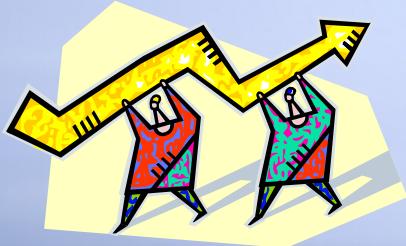


## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Delivering Bad News

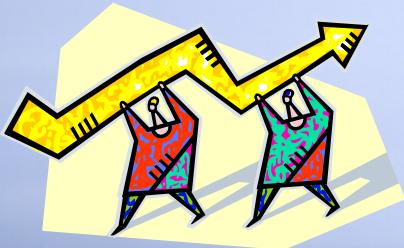
No matter how bad it is,  
always remember that  
the glass is half full!





The CEO-CBO Relationship: Leadership  
through the Best and Worst of Times

Keeping Up-To-Date &  
Up-To-Speed



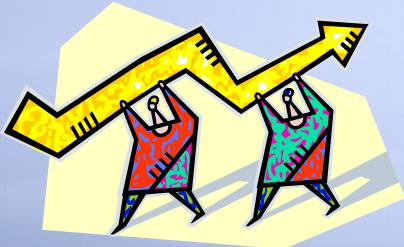
## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Keeping Up-To-Date and Up-To-Speed

- ◆ Be an integral part of your college/district community and the larger community

WALK AROUND, TALK TO, LEARN AND GET INFORMATION FROM FACULTY, STAFF, STUDENTS, THE DEANS, THE FOUNDATION, KEY COMMUNITY MEMBERS

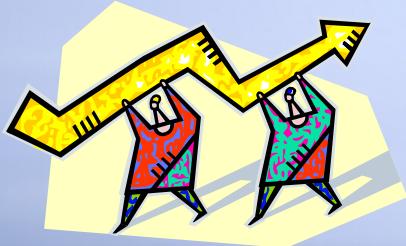
- ◆ Discuss with your CEO what local, state, and/or national boards you should pay attention to and/or serve on (CCCO, CCLC, ACBO, ACCCA, Chamber, Rotary, etc.)



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

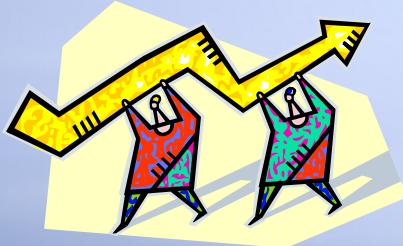
### Keeping Up-To-Date and Up-To-Speed

- ◆ For community services, pick one or two key organizations where you can have the greatest impact for your college/district and for your professional development
- ◆ For any commitments beyond the college, do a cost/benefit analysis with three components: **Institutional, Personal, Greater Good**
- ◆ Choose your external commitments and meetings wisely

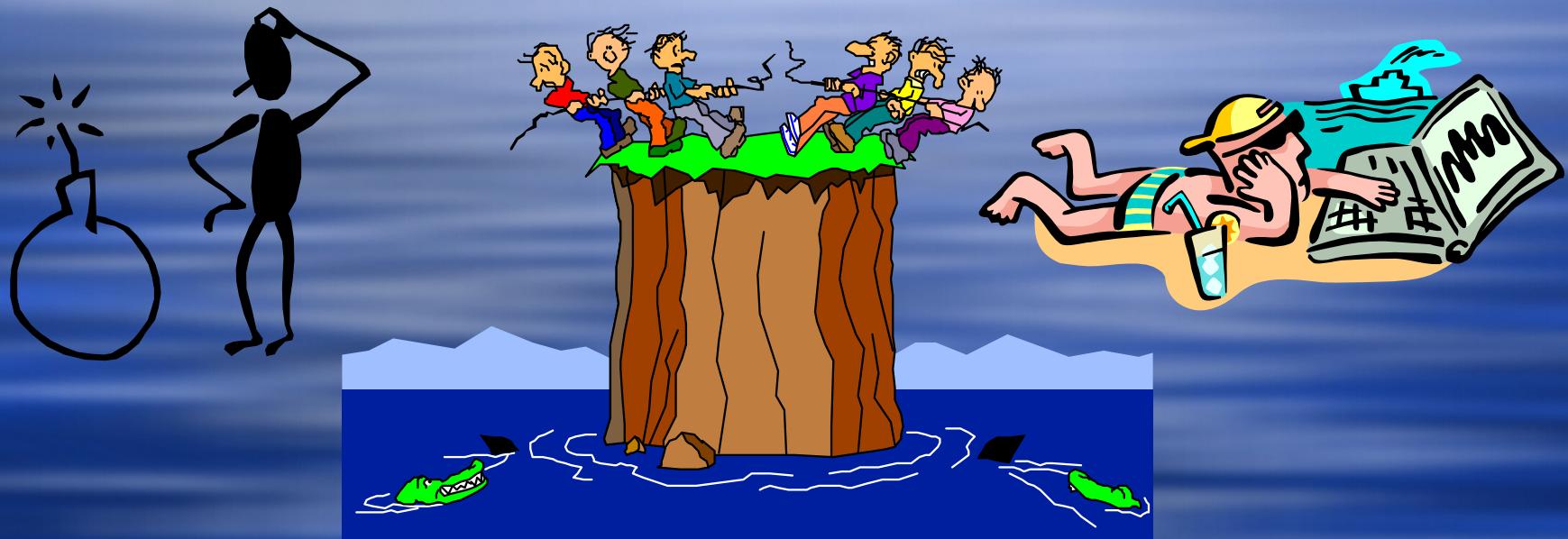


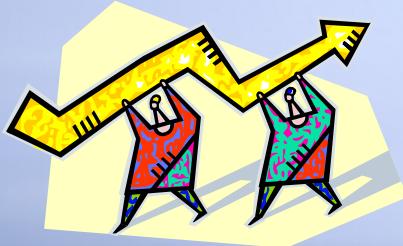
The CEO-CBO Relationship: Leadership through the Best and Worst of Times

## Balancing the Internal & External Workload



# The CEO-CBO Relationship: Leadership through the Best and Worst of Times

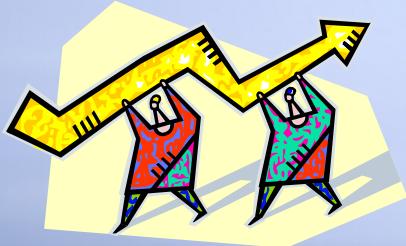




## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

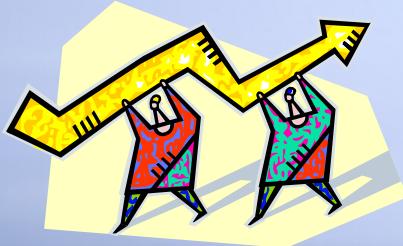
### Balancing the Internal & External Workload

- ◆ Know your priorities
- ◆ Be in tune with how much time you devote to those key priorities  
(FTES, Productivity, Financial Accountability, Negotiations, Benefits, Facilities, etc.)
- ◆ Make sure you and your CEO agree
- ◆ Color code your calendar and analyze the results
- ◆ Remember that running the internal operation is central to your success as the CBO



The CEO-CBO Relationship: Leadership  
through the Best and Worst of Times

# Getting Feedback from the CEO on Your Performance



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

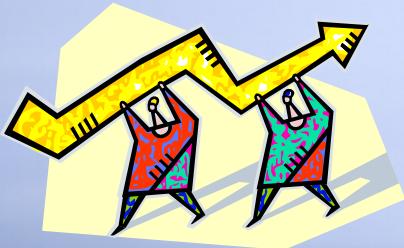
### Getting Feedback from the CEO on Your Performance

- ◆ Make sure you set goals every year, not just the first year
- ◆ Review the goals at least quarterly with your CEO
- ◆ Ask for feedback periodically by sitting down and saying:

“how am I doing?”

“are there issues I need to pay more attention to?”

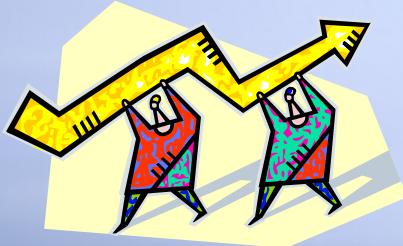
“these are the priorities I’m working on; is there anything I/we should change?”



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

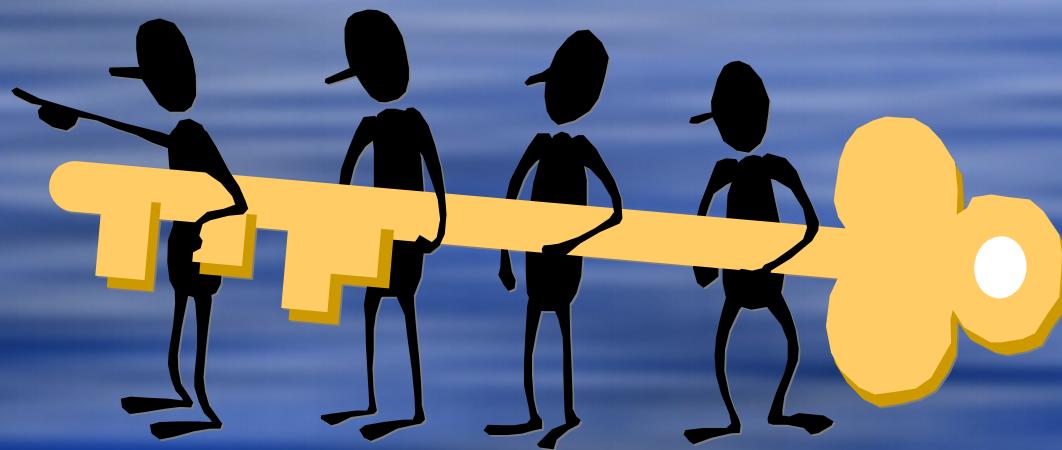
### Getting Feedback from the CEO on Your Performance

- ◆ Prepare a self-evaluation or annual report on your performance (how you've met the goals, what needs to be improved, and what plans you have for the coming year)
- ◆ Make sure your CEO gets a copy and reviews the self-evaluation with you
- ◆ Make sure your CEO gives you an evaluation every year



## The CEO-CBO Relationship: Leadership through the Best and Worst of Times

### Q & A



**There's no better time than now to be a CBO!**  
**California's Community Colleges need you!**