Yosemite Community College District

Board Self-Evaluation Conversation
October 24, 2016

Board Self-Evaluation Process
Self-Evaluation Process

1. Board completion of self-evaluation instrument

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2. Conversations with individual board members
Self-Evaluation Process

1. Board completion of self-evaluation instrument
2. Conversations with individual board members
3. Facilitated open conversation

Today's Purpose

• To help the board assess its own performance
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- To help the board assess its own performance
- To identify board strengths and weaknesses

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- To help the board assess its own performance
- To identify board strengths and weaknesses
- To suggest ways to improve board performance
Board Self-Evaluation Questionnaire Analysis

Board Development and Operation

➢ High level of agreement
   – Open meeting discussions
   – Orderly meetings seeking public input
   – Establish policies to improve student learning
   – Have a policy for board continuity
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  – Open meeting discussions
  – Orderly meetings seeking public input
  – Establish policies to improve student learning
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➢ Some disagreement
  – Participate regularly in seminars and conferences
  – Orient new members
  – Share significant information on issues at public meetings
  – Treat one another with respect and civility
  – Act as a whole when decisions are reached

2015-2016 Board special priorities

➢ High level of agreement
  – Maintain general fund reserves
  – Develop general fund reserve criteria
  – Complete evaluation of the Chancellor
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  — Maintain general fund reserves
  — Develop general fund reserve criteria
  — Complete evaluation of the Chancellor

➢ Some disagreement
  — Encourage new faculty sabbatical reporting
  — Develop new board professional development plan
  — Support increased funding for colleges by seeking donor support

Financial Management of District

➢ High level of agreement
  — Support long-range financial planning
  — Kept informed about fiscal developments impacting the district
  — Understand the fiscal condition of the district
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  — Support long-range financial planning
  — Kept informed about fiscal developments impacting the district
  — Understand the fiscal condition of the district

➢ Some disagreement
  — Involved in planning and implementation of the Facilities Master Plan through use of bond revenue

Supporting Mission of the District

➢ High level of agreement
  — Understand the complex nature of the district’s mission
Supporting Mission of the District

➢ High level of agreement
   — Understand the complex nature of the district’s mission

➢ Some disagreement
   — Gather information about the educational needs of the community
   — Support excellence and diversity in the district

Relationship with the Chancellor

➢ High level of agreement
   — Board receives timely reports on district issues
   — Chancellor communicates regularly and openly
   — Trustees inform the chancellor of outside contacts from students, employees and community members
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  — Board receives timely reports on district issues
  — Chancellor communicates regularly and openly
  — Trustees inform the chancellor of outside contacts from students, employees and community members

➢ Some disagreement
  — Trustees maintain a climate of mutual trust and support between the Board and Chancellor

Relationship with the Colleges

➢ High level of agreement
  — Board understands the role of central services in support of the colleges
  — Board understands participatory governance and encourages open communication
  — Board is kept informed of instructional program decisions and acts in the best interest of the colleges and students
Relationship with the Community

➢ High level of agreement
  – Trustees understand they are only one member of a seven-member board
  – Board values community attitudes and recognizes the needs of special interests while staying on the mission

➢ Some disagreement
  – Board promotes a positive image of the district and colleges in cooperation with local media
Board
Individual
Interview
Analysis

Interview Question

*Right direction – wrong direction?*

- The district is headed in the right direction
- Students are at the heart of decisions being made
- We have good leadership in the Chancellor and college presidents
- We were headed in the right direction until recently
- Board cohesiveness has hit some roadblocks recently
Interview Question

What areas of Board operation need attention?

- Sometimes the Board needs more communication
- Sometimes the Board gets into issues too late
- None - we have good agenda meetings and questions are answered
- More clarity on what it takes to get staff to look into a specific issue
- Better procedures for discussing an issue

Interview Question

What is the role of the Board?

- Govern, set policy and enforce that policy
- Oversee, evaluate and support the Chancellor
- Protect the financial integrity of the district
- Reflect the input of the community
- Set the tone of the district
- Not micromanage
- Ensure quality education is offered to the students and community
Interview Question

**What does the Board do well?**

- Establish priorities and set goals
- Listen to one another
- Usually work as a unit/team
- We understand our role and do not micromanage
- Giving people time to speak at public meetings
- We listen and respect input we receive at meetings
- We have been good financial stewards
- We ask good questions

Interview Question

**What does the Board not do as well?**

- Shared governance is difficult
- We do not always work together
- Trying new things is not embraced
- We have a paranoia of dissent
- Not a uniform level of trust in staff leaders
- We are sometimes fractured
- Some individual members have a negative take on many issues
Interview Question

*How is the Board perceived by the community?*

- People are happy with the way things are going
- We are viewed in a positive light
- There are some negative opinions about the district in the community
- Much of the community does not know about the Yosemite district – low profile – virtually invisible
- Colleges have a great visibility and image

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Interview Question

*How is the Board perceived by the employees?*

- Vast majority think highly of the board
- Some consider us a rubber stamp board
- Some don’t think the board asks enough questions
- Shared governance leaders do not think as highly of the board as the rest of the employees
- Unhappy or disgruntled employees do not like the board
**Interview Question**

*Is the Board focused on students, teaching and learning?*

- Yes, that is certainly our desire
- Definitely
- Truthfully – no
- We must depend on the Chancellor and college presidents to ensure this
- The desire to stay focused on students is there, but occasionally we get distracted
- All the board is there for students

**Interview Question**

*What advice to you have to make the board more effective?*

- We need to see other boards operate
- We need to attend conferences to interact with other board members
- We need to see how we can disagree without being disagreeable
- We need some less-formal interaction with one another
- Retreats are very helpful
Interview Question

What other advice do you have or other things I should know?

- Discuss board conduct
- We need to emphasize facing problems with open minds
- Some board members seem to be on the board for personal political gain
- Differences of opinion among the board is good
- Longevity of the board members is good
- The current environment is “energy zapping”

Advice for improved Board Operation
**The Board is at a Critical Juncture**

- Recent conflict among members of the board
- Upcoming election will have some impact on the board and could have significant impact
- Decision to complete or re-do search for a new Chancellor
- New board and chancellor will take time to develop an effective working relationship

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**To Remain Effective**

**The Board Will Need to:**

- Respect one another in spite of differences
- Embrace difference of opinion
- Develop positive relationships with one another and the Chancellor
- Listen to one another
- Always put students, teaching and learning first
- Remain fully engaged in the district and community
To Enhance Effectiveness
The Board Will Need to:

- Seek professional development opportunities
- Observe the operation of other boards
- Not be fearful of a split vote
- Disagree with one another with respect and civility
- Remember that public meetings project the image of the board and the district - professionalism is very important and a well-run meeting does not mean a “rubber stamp” board

Yosemite colleges effectively serving students and the community...