



# **BOARD OF TRUSTEES SELF-EVALUATION 2011-12**

Ventura County Community College District  
Board of Trustees Planning Session  
June 26, 2012

# Board Self-Evaluation Process

## ACCREDITATION REQUIREMENTS

- Accrediting Commission standards require boards to define processes to assess board performance in policy and act in manner consistent with regulations (Accreditation Standard IV.B.1.e.)
- Effective boards engage in consulting process of self-assessment and performance evaluation to identify areas of strength and strategies for improvement (Accreditation Standard IV.B.1.g.)
- District Recommendations 3 (Planning) and 5 (Board Self-Evaluation)

# Board Self-Evaluation Process

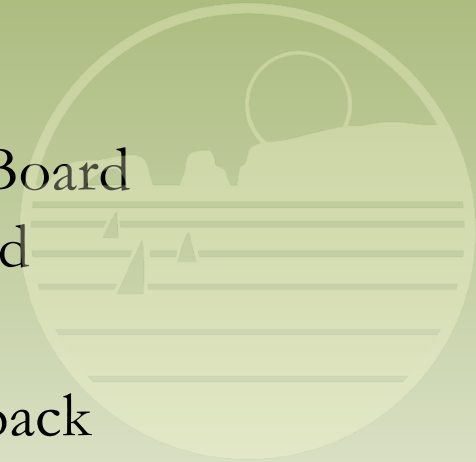
## PURPOSE/EXPECTED OUTCOMES

- Evaluate Board performance
- Identify areas for strengthening and discuss
- Incorporate identified areas in need of improvement into existing Board Performance Goals
- Adopt updated Board Performance Goals

# Board Self-Evaluation Process

## SURVEY DESIGN

- Board Survey gathered feedback regarding Board Performance Goals, General Evaluation, and Trustee Perspectives
- Consultation Council Survey gathered feedback regarding General Evaluation
- Participants were asked to indicate his/her opinion on 52/35 items using a rating scale of agree, partial agreement, disagree, or don't know
- Option to provide comments was available
- 5 Trustees/18 of 21 Consultation Council Members completed survey



# Existing Board Performance Goals -- Findings

*The Board demonstrated strengthened performance through:*

#	Performance Goal	Agree %	Partial Agreement %	Disagree %	Don't Know %
1	Training by Accreditation Commission	100			
2	Reflective Communication with Citizens Advisory Body	20	80		
3	Periodic Staff Reports	80	20		
4	<b>Absence of Trustee Involvement in Operational Matters</b>	<b>20</b>	<b>60</b>		<b>20</b>
5	Clear Understanding of Board Agenda Preparation Process	100			
6	Consistent Compliance with BP 2715 Board Code of Ethics/Standards of Practice	80	20		
7	Concurrent Review/Discussion of Policies/Administrative Procedures at Public Meetings	100			
8	Adoption of Annual Professional Development Calendar and Full Board Participation in at Least One Trustee Conference	100			
9	Rigorous Parliamentary Practice	60	40		
10	Distinguishing Board Role/Activities From Chancellor Consistent with BP 2430 Delegation of Authority to Chancellor	80	20		
11	Observance of Formal Channels of Communication Consistent with BP 2715 Board Code of Ethics/Standards of Practice	80	20		

# Board Performance Goals\*

## RECURRING COMMENTS

Continue Professional  
Development --  
Strengthens  
Performance

**Citizens Advisory  
Body Needs to Meet  
More\*\***

**Need More Info in  
Staff Reports\*\***

Board More Aware of  
Limitations in  
Operations  
Involvement

**Improved But Need  
Strengthened  
Parliamentary  
Practice**

Better Understanding  
of BP 2430 Delegation  
of Authority to  
Chancellor

Reviewing Policies  
Helpful in Role

More Aware of  
Communication  
Channels

Improved Compliance  
with BP Board Code  
of Ethics/Standards of  
Practice

Note: \*Board Input Only

\*\*Also Noted in Monthly Assessment

# Trustees Perspectives -- Findings

## *Full Board Agreement in All Areas*

**Spend Appropriate Time Preparing For Board/Committee Meetings**

**Attend/Actively Participate in Board/Committee Meetings**

**Once Board Decision Made, Actively Support Decision, Even if Voted Against Decision**

**Unless Assigned by Board, Act as Individual With No Authority and Not on Behalf of Board**

**Maintain Confidentiality of Board Deliberations**

**Disclose All Actual or Perceived Conflicts of Interest**

# General Evaluation -- Findings

## *Board of Trustees (BOT) and Consultation Council (CC)*

Item	Groups	Agree %	Partial Agreement %	Disagree %	Don't Know %
Board strengthened performance through establishment/ implementation of policies to assure high quality, effective student learning programs, services, and financial stability	BOT CC	60 38.9	40 38.9	16.7	5.6
Board strengthened performance through focus on mission, quality, outcomes, improvement, not operations	BOT CC	60 33.3	40 33.3	33.3	
<b>Board adheres to policy-making role</b>	<b>BOT CC</b>	<b>60 5.9</b>	<b>40 41.2</b>	<b>52.9</b>	
Board understands authority rests with Board as whole, not individual Trustees	BOT CC	80 22.2	20 50.0	27.8	
Board ensures policies/procedures do not impede timely, effective, and appropriate operations of District/Colleges	BOT CC	100 55.6	27.8	11.1	5.6
Board understands participatory governance structure and adheres to its formal channels of communication	BOT CC	100 5.6	50	33.3	11.1
<b>Board ensures assessment of formal District communication for effectiveness/improvement with constituents/community</b>	<b>BOT CC</b>	<b>40 23.5</b>	<b>40 29.4</b>	<b>20 23.5</b>	<b>23.5</b>
Board represents interests/needs of entire community to District/Colleges	BOT CC	60 5.6	40 72.2	22.2	



# General Evaluation -- Findings

## *Board of Trustees (BOT) and Consultation Council (CC)*

Item	Groups	Agree %	Partial Agreement %	Disagree %	Don't Know %
<b>Board involves community in strategic planning and communicates its progress/success in pursuit of excellence in student learning</b>	<b>BOT CC</b>	<b>17.6</b>	<b>80 35.3</b>	<b>20 35.3</b>	<b>11.8</b>
Board advocates equitably for its community colleges	BOT CC	75 22.2	25 50	22.2	5.6
<b>Board acts as cohesive unit/takes responsibility for collective performance</b>	<b>BOT CC</b>	<b>60 16.7</b>	<b>40 33.3</b>	<b>50</b>	
Board supports Chair in performance of role	BOT CC	100 44.4	33.3	5.6	16.7
<b>Board complies with Code of Ethics policy and corrects conduct of Board members who violate it</b>	<b>BOT CC</b>	<b>80 22.2</b>	<b>20 22.2</b>	<b>33.3</b>	<b>22.2</b>
<b>Board complies with Conflict of Interest policy and corrects conduct of Board members who violate it</b>	<b>BOT CC</b>	<b>60 11.1</b>	<b>20 11.1</b>	<b>5.6</b>	<b>20 72.2</b>
Board meetings are conducted in orderly, time-efficient, productive manner	BOT CC	100 27.8	44.4	27.8	
Board conducts meetings in dignified, professional manner, treating everyone with civility and respect	BOT CC	80 27.8	20 55.6	11.1	5.6

# General Evaluation -- Findings

## *Board of Trustees (BOT) and Consultation Council (CC)*

Item	Groups	Agree %	Partial Agreement %	Disagree %	Don't Know %
Trustees come prepared for Board meetings	BOT CC	80 33.3	20 44.4	11.1	11.1
Board ensures standing committees operate efficiently/effectively	BOT CC	100 38.9	11.1	16.7	33.3
<b>Board does not engage in District operations</b>	<b>BOT CC</b>	<b>80 22.2</b>	<b>20 27.8</b>	<b>33.3</b>	<b>16.7</b>
Board fully complies with Brown Act and operates openly, with trust and integrity	BOT CC	100 55.6	27.8	11.1	5.6
Board maintains confidentiality of closed session discussions/subject matter	BOT CC	100 50			50
Trustees do not privately consult each other (or through an agent) to gain majority concurrence prior to taking actions	BOT CC	100	5.6	5.6	88.9
Trustees attend professional development activities to remain informed, effective leaders	BOT CC	80 38.9	20 38.9		22.2
Board reviews/updates Board policies/procedures on ongoing basis according to Two-Year Policy/Procedure Review Calendar	BOT CC	100 82.4	11.8	5.9	

# General Evaluation -- Findings

## *Board of Trustees (BOT) and Consultation Council (CC)*

Item	Groups	Agree %	Partial Agreement %	Disagree %	Don't Know %
Board has adopted District mission statement emphasizing student learning	BOT CC	100 83.3			5.6
College missions align/support District mission statement	BOT CC	60 77.8	20 16.7		20 5.6
Board's decision-making is guided by District mission statement	BOT CC	100 38.9		44.4 11.1	5.6
District budgeting is guided by District mission statement	BOT CC	80 33.3	20 38.9		16.7
Board engages in District strategic planning/monitors progress in meeting goals/objectives	BOT CC	80 38.9	20 44.4		11.1 5.6
<b>Board evaluates strategic planning/links outcomes to process improvement</b>	<b>BOT CC</b>	<b>20 27.8</b>	<b>60 27.8</b>		<b>20 27.8</b>
<b>Board supports Chancellor/allows Chancellor to do job without interference in non-policy matters</b>	<b>BOT CC</b>	<b>60 5.6</b>	<b>40 44.4</b>		<b>27.8</b>
Board annually evaluates Chancellor's performance in meeting planning goals and objectives of District	BOT CC	60 58.8	40 5.9		29.4



# General Evaluation Comments

AREA	BOARD	CONSULTATION COUNCIL
Adheres to Policy Role	<p>Board sometimes asked to do things outside policy role (i.e., participate in vendor selection committees).</p> <p>Board has done a great deal to limit itself to policy role.</p>	<p>Board does not understand policy-making role; continually involves self in operations.</p> <p>Unfortunately not. Try, but sometimes unrealistic goal when policy-decision becomes operational decision (i.e., program discontinuance).</p> <p>We're on probation; still operational involvement.</p> <p>Has acknowledged policy role; demonstrated willingness to comply.</p>
Formal District Communication	Formal District communication assessment requires commitment, time, energy, resources. Improve communications with community.	<p>What does this mean? How does Board ensure assessment of formal District communication? Establish a formal communication process so Trustees don't create own forms of communication with community, union, employees, public.</p> <p>What is the assessment process?</p> <p>Survey may best serve statement.</p>

# General Evaluation Comments

AREA	BOARD	CONSULTATION COUNCIL
Community Involvement – Planning, Communication	<p>Need to increase efforts to involve community.</p> <p>Need to utilize Community Advisory Body more in planning .</p>	<p>Board seems open to involving community.</p> <p>Increase number of community meetings.</p> <p>Involves community but not in pursuit of excellence in student learning.</p> <p>Lip service.</p>
Cohesive Unit, Responsibility for Collective Performance	Board works together well despite differences.	<p>Accreditation reports a problem here.</p> <p>Trustees don't hold each other accountable.</p> <p>Votes on controversial measures often highly political; however prior votes not used to undermine integrity of another member's vote (not in public open session)</p> <p>Board's response to Commission encouraging.</p>

# General Evaluation Comments

AREA	BOARD	CONSULTATION COUNCIL
Board Ethics Policy, Corrects Violations	<p>Board should continue to provide each other with feedback.</p> <p>Policy revised/clarified to improve.</p>	<p>Colleges on probation because of Board problems.</p> <p>Not happening.</p> <p>Deficiencies remain. Hard to believe Board will sanction. Setting norms right direction. Need to learn how to police own.</p> <p>Bad feelings for not fixing problem when colleges have fixed theirs.</p> <p>No report of ethics violation since policy adopted.</p> <p>No public demonstration of this; no public disclosure when corrected.</p>

# General Evaluation Comments

AREA	BOARD	CONSULTATION COUNCIL
Board/District Operations	If Board engages in operations, need to address promptly.	<p>Commission report reveals Board involved in operations.</p> <p>Things better but far from perfect. Colleges often ask them to be involved. Don't know if will ever be solved completely, not necessarily bad thing.</p> <p>See accreditation report. How will it change?</p> <p>Major fault.</p>
Evaluates Strategic Planning, Link Outcomes to Improvement	Continuing work; needs to be done more.	<p>No, not even close.</p> <p>Done at June meeting.</p>
Board Supports Chancellor w/o Interference	<p>Challenges this year but Board supports Chancellor.</p> <p>Entire Board does not always support Chancellor.</p>	<p>Most likely hardest job in Ventura County.</p> <p>Do not know; Commission report suggests interference and we are on probation.</p>
Understand, Involved in Accreditation	Board understands mechanics/continuous performance improvement necessary for accreditation.	<p>Board receives reports on accreditation; perhaps Board could report out on its own progress.</p> <p>Not thoroughly.</p> <p>Understand better now, but full comprehension will be measured in future.</p> <p>Seem to be taking it more seriously.</p>



# General Evaluation – Points of Discussion

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Board complies with Code of Ethics policy and corrects conduct of Board members who violate it	BOT CC	80 22.2	20 22.2	33.3	22.2
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# General Evaluation – Points of Discussion

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Board supports Chancellor/allows Chancellor to do job without interference in non-policy matters	BOT	60	40		
	CC	5.6	44.4	22.2	27.8
Board understands mechanics of accreditation/is involved in District's accreditation process	BOT	80	20		
	CC	33.3	38.9	22.2	5.6

# Next Steps

## Opportunities for Strengthening Board Performance

- Review and Assess Board of Trustee Progress Toward Meeting Board Performance Goals (Agenda Item 17.03)
  - Review Existing Board Performance Goals 1-11
  - Compare Today's Annual Board Self-Evaluation Findings and Monthly Assessment Findings to Existing Board Performance Goals 1-11
- Based on Discussion, Review and Establish 2012-13 Board Performance Goals (Agenda Item 17.04)
- Take Action to Adopt Revised Board Performance Goals at August 2012 Board Meeting

**(HANDOUTS OF ABOVE-REFERENCED  
DOCUMENTS WILL BE PROVIDED)**