



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

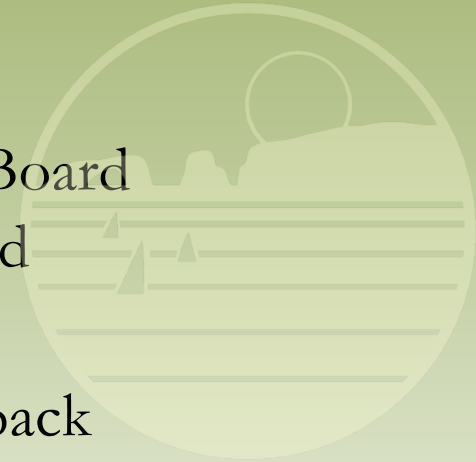
PURPOSE/EXPECTED OUTCOMES

- 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 | Absence of Trustee Involvement in Operational Matters | 20 | 60 | | 20 |
| 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 | |
| Board adheres to policy-making role | BOT CC | 60 5.9 | 40 41.2 | 52.9 | |
| 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 |
| Board ensures assessment of formal District communication for effectiveness/improvement with constituents/community | BOT CC | 40 23.5 | 40 29.4 | 20 23.5 | 23.5 |
| 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 % |
|--|-------------------|--------------------|---------------------|--------------------|--------------------|
| Board involves community in strategic planning and communicates its progress/success in pursuit of excellence in student learning | BOT CC | 17.6 | 80 35.3 | 20 35.3 | 11.8 |
| Board advocates equitably for its community colleges | BOT CC | 75 22.2 | 25 50 | 22.2 | 5.6 |
| Board acts as cohesive unit/takes responsibility for collective performance | BOT CC | 60 16.7 | 40 33.3 | 50 | |
| Board supports Chair in performance of role | BOT CC | 100 44.4 | 33.3 | 5.6 | 16.7 |
| 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 |
| Board complies with Conflict of Interest policy and corrects conduct of Board members who violate it | BOT CC | 60 11.1 | 20 11.1 | 5.6 | 20 72.2 |
| 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 |
| Board does not engage in District operations | BOT CC | 80 22.2 | 20 27.8 | 33.3 | 16.7 |
| 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 | | | |
| | | | 11.1 | | 5.6 |
| College missions align/support District mission statement | BOT CC | 60 77.8 | 20 | | 20 |
| | | | 16.7 | | 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 | 11.1 | 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 |
| Board evaluates strategic planning/links outcomes to process improvement | BOT CC | 20 27.8 | 60 | 16.7 | 20 27.8 |
| | | | 27.8 | | |
| Board supports Chancellor/allows Chancellor to do job without interference in non-policy matters | BOT CC | 60 5.6 | 40 | 22.2 | 27.8 |
| | | | 44.4 | | |
| Board annually evaluates Chancellor's performance in meeting planning goals and objectives of District | BOT CC | 60 58.8 | 40 | | |
| | | | 5.9 | 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 |
|---|---|--|
| <p>Board Ethics Policy, Corrects Violations</p> | <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 evaluates strategic planning/links outcomes to process improvement | BOT CC | 20 27.8 | 60 27.8 | 16.7 | 20 27.8 |

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)**