

Yosemite Community College District



Board Self-Evaluation Conversation

October 24, 2016

***Board
Self-Evaluation
Process***

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- 1. Board completion of self-evaluation instrument**

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- 2. Conversations with individual board members**
- 3. Facilitated open conversation**

Today's Purpose

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- **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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➤ 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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- 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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➤ **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

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➤ 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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➤ 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

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- 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

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

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...

