Beyond the Board: Building Community with Board Self-Evaluation

Dr. Devin Stephenson
President
Dr. Deborah Fontaine
Asst. to the President for Accreditation
Mr. Brian Pennington
Chairman, Board of Trustees

The Session

• College Overview
• Board of Trustees Background
• Self-Evaluation Development Process and Assessment Tools
• Assessment Examples and Early Findings
• Lessons Learned
107 Degrees & Certificates | 9,066 Total Annual Enrollment
7,897 College Credit | 1,169 Non-College Credit
28 Average Age of Students | 70% Part Time
$326.2 million in Regional Economic Impact
#1 Public High School in Florida

Degrees
• Associate of Arts (A.A.) for University Transfer
• 101 Career Degrees (A.S.) & Certificates
• 5 Bachelor’s Degrees

Art
• Broadway Performances
• Symphony Concerts
• President’s Speaker Series

Athletics
• Men’s & Women’s Basketball
• Men’s Baseball
• Women’s Softball
Collectively won:
28 Conference, 12 Regional and 3 National Championships
Awards and Recognition

Named one of the Top 150 community colleges in the Nation by the Aspen Institute every cycle since 2010.

Named the first Military Order of the Purple Heart College in Florida.

Advanced to Silver Status in the Florida College System Performance Funding model which awarded us an additional $477,000 in funding this year!

Collegiate High School at MAF received the Blue Ribbon School distinction in 2006 and 2013. In 2017, CHS ranked first in the state in four-year graduation rates.

Highest number of students (2,537) receiving post-9/11 GI Bill benefits in the Florida College System—4 times the system average of 644 students.

Associate of Science in Nursing program’s NCLEX-RN pass rates increased from 93.6% (2016-2017) to 98.5% (2017-2018). The current pass rate in Florida is 71.8% and the national pass rate is 86.9% (2017-2018).

Board of Trustee Structure

- Trustees
  - Appointed by Governor
  - Confirmed by State Senate
- College President
  - Serves as executive officer and board secretary
- Local Autonomy
  - Each institution within the Florida College System shall be governed by a local board of trustees as provided in Florida Statute 1001.64.

Florida’s Higher Education Governance System

- Florida Legislature
- Board of Education
- Commissioner of Education
- Florida College System
  - Chancellor of the Florida College System
- Board of Trustees
  - Appointed by Governor
  - Confirmed by State Senate
Board of Trustee Responsibilities

- Act as a Unit
- Represent the Common Good
- Set Strategic Direction, in Coordination with President/CEO
- Employ, Evaluate and Support the President/CEO
- Approve Annual Budget
- Define Policy Standards for College Operations
- Create a Positive Climate
- Monitor Performance
- Support and be Advocates for the College
- Lead as a Thoughtful, Educated Team

Ongoing Self-Evaluation Activities

- Trustee Orientation
  - Present State and College expectations
- Annual Workshops
  - Florida Sunshine Law Workshops
- Budget Meetings
  - Ensure adequate understanding of institution's fiscal health and assure budgetary alignment with institution's strategic initiatives
- Around the Room Comments and Feedback

Internal Goals for Self-Evaluation

- Emphasize individual responsibility for board actions
- Maintain focus on College mission and strategic initiatives
- Create equitable culture of accountability
- Celebrate achievements
- Identify opportunities for improvement
- Prioritize goals for upcoming year
Evaluation Development Process

- Assigned to institutional SACSCOC leadership
- Evaluated peer-reviewed material and best practices
- Reviewed types and frequency of assessments

Evaluation Development Process

Review and Revision:
- Assistant to the President for SACSCOC Accreditation
- College President
- Board of Trustees Chairman
- Trustees

Evaluation Tools

- Quarterly and Annual Self-Evaluation
  - Quarterly self-evaluation is comprised of 7 questions
  - Annual self-evaluation is comprised of 33 questions in addition to 6 open-ended questions
  - Anonymous feedback
- Likert scale response options
  - Strongly agree, Agree, Neutral, Disagree, Strongly Disagree
- All responses have the option for additional comment, with a request to add rationale for a selected response of Neutral or lower
### Quarterly Questions

1. The meeting agenda is relevant to the mission of the College. (Board Organization)
2. Policy recommendations contain adequate information and are presented so that sufficient time is allowed for study and discussion. (Policy Role)
3. Board discussions and actions focus appropriately on policy, not day-to-day administrative matters. (Policy Role)
4. The College President maintains appropriate communication with Board members. (Board-President Relations)
5. As a Board member, I am currently serving an active role in helping the College to accomplish the goals set forth by the Board of Trustees and Administration. (Advocating for the College)
6. As a Board member, I am able to evaluate the information provided regarding the fiscal condition of the College, which helps me to exercise fiduciary oversight of the institution. (Governance)
7. The work of the Board as a whole contributes to the advancement of the institution. (Advocating for the College)

### Annual Self-Evaluation: Sample Statements

1. Board members uphold the final majority decision of the Board.
2. The Board assures a comprehensive review of Board policies is conducted on a periodic basis.
3. When asked by the President, the Board assists in developing educational partnerships with community agencies, businesses, and local government, where appropriate.
4. The Board is knowledgeable about the education programs that implement the mission of the College.
5. The Board has clear protocols for communicating directly with faculty and staff that include the President.
6. The Board monitors performance related to its policies on fiscal management.
7. The Board self-evaluation process provides useful information on Board performance.

### Annual Self-Evaluation: Open-Ended Questions

- What are the Board’s greatest strengths?
- As a Board member, I am most pleased about:
- What areas in which the Board could improve?
- As a Board member, I have the following concerns:
- As a Board member, I would like to see the following changes in how the Board operates:
- I recommend the Board consider adopting the following goal(s) for the coming year:
Quarterly Results

- **Finance**
  - Generated most conversation

- **Agenda**
  - Appreciate advance to prepare questions and comments
  - Relevant background material
  - Comfortable with meeting construct

- **President**
  - Trustees understand shared governance
  - Meaningful communication with Board members

- **Clear understanding of policy setting role versus day-to-day administration**

Lessons Learned

- Prompts action for better board discussions and future actions
- Reaffirms certain board actions
- Highlights multi-campus issues
- Incorporates efficient use of technology
- Benefits of anonymous responses
- Fosters appreciation and understanding of college employee and Trustee roles and responsibilities

Questions or Comments
# Contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Devin Stephenson</td>
<td><a href="mailto:dstephenson@nwfsc.edu">dstephenson@nwfsc.edu</a></td>
</tr>
<tr>
<td>Dr. Deborah Fontaine</td>
<td><a href="mailto:fontaind@nwfsc.edu">fontaind@nwfsc.edu</a></td>
</tr>
<tr>
<td>Mr. Brian Pennington</td>
<td><a href="mailto:board@nwfsc.edu">board@nwfsc.edu</a></td>
</tr>
</tbody>
</table>

SACSCOC New Orleans 2018