



BOARD AGENDA ITEM: 4.2 – Board Self-Assessment Results
DATE: December 13, 2011

2011-12 Board Self-Assessment Highlights

- 100% response rate
- Process will be captured in a formal administrative rule/operating procedure.

Board Responsibilities

- Most answers were agree/strongly agree
- Opportunities for focus/clarification:
 - To assist in presenting to the public the needs and the progress of CGCC.
 - To validate, annually, the institution's mission, vision, values, core themes, and key focus areas.

Code of Conduct

- All Board members responded positively

Governing Style

- Most answers were agree/strongly agree
- Opportunities for focus/clarification:
 - Focused chiefly on the intended long-term impacts on the word outside the organization (ends), not on the administrative or programmatic means of attaining those effects.
 - Monitored and regularly discussed the Boards' own process and performance.

Effective Boards Membership

- Most answers were agree/strongly agree
- Opportunities for focus/clarification:
 - Inform the community of the financial needs of CGCC and support all efforts for sound financial backing.
 - Assist the Foundation and administration by implementing fund-raising strategies through personal influence with others.

Responses to Open Ended Responses have been captured in the proceeding document.

Columbia Gorge Community College
Board of Education Self-Assessment

This self-assessment is intended to elicit your candid views concerning the Board's collective performance, as well as your individual performance, in meeting its/your responsibilities. Your responses will be combined with those of other Board members, without attribution. A summary will be sent to you prior to the Board's discussion of findings from this assessment.

I. Board Responsibilities

Please use the following scale to indicate to what degree you agree/disagree that the Board collectively has fulfilled its responsibilities in the following areas:

No Opinion	Strongly Agree	Agree	Disagree	Strongly Disagree
0	4	3	2	1

The Columbia Gorge Community College Board of Education fulfills its responsibility:

1. To select a President, and support him/her in the discharge of his/her duties.
7-Strongly Agree
2. To set salaries of the President and administrative personnel.
4-Strongly Agree
3-Agree
3. To consider and act upon policies for Columbia Gorge Community College as presented to them by the President or an appropriate agent designated by him.
4-Strongly Agree
3-Agree
4. To require and evaluate reports from the President or appropriate agents designated by him, regarding both the educational programs and financial status of the district.
3-Strongly Agree
4-Agree
5. To assist in presenting to the public the needs and the progress of Columbia Gorge Community College.
2-Strongly Agree
2-Agree
3-Disagree

6. To provide, by the exercise of its legal powers, the funds it deems necessary to finance the operation of the district.

4-Strongly Agree

3-Agree

7. To validate, annually, the institution's mission, vision, values, core themes, and key focus areas.

4-Strongly Agree

1-Agree

2-Disagree

Please answer the following questions:

What do you think are the Board's greatest strengths?

- High degree of working toward and attaining consensus.
- Our ability to engage support of and for the President.
Our ability to discuss issues in a collaborative and maintaining positive way to arrive at a consensus.
An informal and comfortable atmosphere while conducting business.
- Looks for a consensus on all major needs relating the local communities concerns to other board members and to the college officials.
- On every issue before the board all members freely explain their varied opinions. After that a conclusion is reached and supported by all board members.
- Their interest and commitment.

In what ways could the Board improve its effectiveness?

- Quit being tardy
- Have more connections with student directed forums-we should have a pulse on what the students are saying about the college and how to make it better.
- Become more informed about the needs of the faculty and administration as we start the challenge to meet the 40/40/20 initiative at the same time working toward accreditation.
- Staff should not enter into discussions of the board without the president's direction and/or consent. It is not their meeting and they do not work for us directly. This is a meeting held in public not a public meeting or staff meeting. When staff report to the board they are representing the president.

What are areas of development the Board should focus on during the year ahead?

- Attaining a targeted marketing plan with "Republican" like dogmatic discipline. (i.e.) clear message directed at voters or other selected stakeholders.
- Making sure we are connecting with our communities, especially the business owners and senior citizens so they will show their obvious support on any future bond issues and support in general for our college.
- Checking and affirming that CGCC is on track for the 40/40/20 initiative and we are growing the career pathways for students. Also we need to support

greater efforts to connect and engage all the local and regional high school students-not just those in East County and South Washington.

- Getting the personnel needed to increase marketing on social needs and foundation networking.
- Review master plan, set goals-5 years-10 years, think outside the box.
- Program development, stressing community as the distinct focus.

II. Code of Conduct

Please review the statements below and determine whether you, as an individual Board member, have adhered to the following:

As a member of the Columbia Gorge Community College Board of Education, I:

1. Represent unconflicted loyalty to the interests of the community. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups, members on the other Boards, or staff. This accountability supersedes any personal interest as a user of the organization's services.
2. Avoid any conflict of interest with respect to my fiduciary responsibility in accordance with Oregon statutes. Should I apply for employment with the college, I understand I would have to resign my position as Board member.
3. Do not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
4. Respect the confidentiality appropriate to issues of a sensitive nature.

7-YES Yes, I've done a good job at this.

Comments:

- Academic freedom is constantly on my mind concerning the college

III. Governing Style

Please use the following scale to indicate to what degree you agree/disagree that the Board collectively has fulfilled its obligation in the following areas:

No Opinion	Strongly Agree	Agree	Disagree	Strongly Disagree
0	4	3	2	1

The Columbia Gorge Community College Board of Education, collectively, has:

1. Operated in all ways mindful of its obligation to the people of its district.
3-Strongly Agree
4-Agree
2. Enforced upon itself whatever discipline is needed to govern with excellence. Discipline is applied to such matters as attendance, policy-making principles, respect of roles, speaking with one voice, and adhering to ethical practices.
2-Strongly Agree
4-Agree
1-Disagree
3. Been kept adequately informed about relevant educational and other issues, actively gathering information to fulfill this role.
4-Strongly Agree
3-Agree
4. Directed, controlled, and inspired the organization through the careful establishment of the broadest organizational values and perspectives through written policies.
2-Strongly Agree
3-Agree
2-No Opinion
5. Focused chiefly on intended long-term impacts on the world outside the organization (ends), not on the administrative or programmatic means of attaining those effects.
1-Strongly Agree
2- Agree
1-Disagree
3-No Opinion
6. Initiated policy. The Board is responsible for Board performance.
3-Strongly Agree
4-Agree
7. Used the expertise of individual members to enhance the ability of the Board.

- 4-Strongly Agree**
- 2-Agree**
- 1-Disagree**

8. Monitored and regularly discussed the Boards' own process and performance.

- 2-Strongly Agree**
- 1-Agree**
- 4-Disagree**

IV. Guidelines for Effective Board Membership

Please review the guidelines for effective Board membership listed below. Use the following scale to indicate at the end of each statement how strongly you agree/disagree that you – as a Board member – have been effective during the last year in fulfilling your obligation to serve the College:

No Opinion	Strongly Agree	Agree	Disagree	Strongly Disagree
0	4	3	2	1

As a Board member, I:

1. Hold the educational welfare of the students attending Columbia Gorge Community College as my primary concern;
 - 4-Strongly Agree**
 - 3-Agree**

2. Provide leadership and serve as a model for all to emulate;
 - 4-Strongly Agree**
 - 3-Agree**

3. Represent a broad cross section of the community;
 - 3-Strongly Agree**
 - 4-Agree**

4. Represent Columbia Gorge Community College, its aspirations, its students, and the taxpayers;
 - 4-Strongly Agree**
 - 2-Agree**
 - 1-No Opinion**

5. Speak for the Board only when designated to do so;
 - 5-Strongly Agree**
 - 2-Agree**

6. Serve as a liaison between Columbia Gorge Community College and the community;

4-Strongly Agree
2-Agree
1-Disagree

7. Inform the community of the financial needs of Columbia Gorge Community College and support all efforts for sound financial backing;

3-Strongly Agree
2-Agree
2-Disagree

8. Assist the Foundation and administration by implementing fund-raising strategies through personal influence with others;

1-Strongly Agree
3-Agree
2-Disagree
1-No Opinion

9. Serve as a role-model by contributing to the Foundation as my individual means allow; support fund-raising activities;

1-Strongly Agree
6-Agree

10. Am knowledgeable about the institution's mission, purposes, goals, policies, educational programs, strengths, and needs;

5-Strongly Agree
2-Agree

11. Serve Columbia Gorge Community College as a whole rather than any special interests;

7-Strongly Agree

12. Participate in the life of the college's communities by attending staff and student recognition ceremonies; special events, fund-raisers, etc;

3-Strongly Agree
4-Agree

13. Attend all Board meetings regularly and promptly;

5-Strongly Agree
2-Agree

14. Review all materials sent out in advance of the meetings in order to assure meaningful participation and intelligent decision-making;

5-Strongly Agree
2-Agree

15. Ask appropriate, timely, and substantive questions at Board meetings consistent with my conscience and convictions; make experts listen to my questions and explain their answers until I understand them;

6-Strongly Agree
1-Agree

16. Make decisions only after all the facts have been presented and discussed;

4-Strongly Agree
3-Agree

17. Support the majority decision on issues decided by the Board;

6-Strongly Agree
1-Agree

18. Faithfully read and understand the financial statements developed by staff to help the Board fulfill its fiduciary responsibilities;

4-Strongly Agree
3-Agree

19. Vote on all motions of the Board except when removal from action for conflict of interest is declared;

6-Strongly Agree
1-Agree

20. Maintain the confidentiality of the Board's closed sessions;

7-Strongly Agree

21. Am active and supportive of political activity at the local, state and national level concerning laws and funding activities;

5-Strongly Agree
2-Agree

22. Am willing to serve on committees;

5-Strongly Agree
2-Agree

23. Suggest agenda items periodically for Board meetings to ensure that significant policy-related matters are addressed;

1-Strongly Agree
4-Agree
1-Disagree
1-No Opinion

24. Avoid asking for special favors of the administration, including requests for information, without at least prior consultation with the Board or Board chair;

5-Strongly Agree
2-Agree

25. Avoid prejudiced judgments on the basis of information received from individuals at the college and encourage those with real or perceived grievances to follow established policies and procedures through their

- supervisors. Bring all matters of potential significance to the attention of the president or Board chair;
6-Strongly Agree
1-Agree
26. Avoid placing or appearing to place pressure of any kind on individual students, faculty, staff or administrators;
7-Strongly Agree
27. Remember that the president does not report to me; the president reports to the Board;
7-Strongly Agree
28. Am at all times polite and respectful of staff; remember that they have other duties and responsibilities;
7-Strongly Agree
29. Present any personal criticisms of staff to the president;
5-Strongly Agree
1-Agree
1-No Opinion
30. Support and defend the president, administration, faculty and staff;
7-Strongly Agree
31. Follow the same rules, regulations, and policies of the college as do other employees, related to benefits, travel, parking, financial reimbursements, etc.;
7-Strongly Agree
32. Communicate with the president's office regarding extended absences, vacations, etc;
7-Strongly Agree
33. Remain informed and participate in community college trustee organizations that will keep me abreast of state and national trends and issues;
5-Strongly Agree
2-Agree
34. Follow all statutes covering open meeting laws;
6-Strongly Agree
1-Agree
35. Observe all statutes regarding conflicts of interest;
6-Strongly Agree
1-Agree

36. Avoid even the appearance of a conflict of interest that might embarrass the Board or the college; reveal these possible conflicts to the Board in a timely fashion;

5-Strongly Agree

1-Agree

1-No Opinion

37. Recognize that most contact with the media are best handled with one voice, either the president or the Board chair, and generally such contacts should be referred to them;

6-Strongly Agree

1-No Opinion

38. Encourage periodic review of the Board's performance;

4-Strongly Agree

2-Agree

1-Disagree

Following are some areas I plan to focus on for improvement in the year ahead:

- Understand and participate in the Master Plan re-working. Refresh and update the college's vision and mission if needed.
- Get to know more about all aspects of CGCC including staff, administration, class offerings, successes, celebration & shortcomings.
- I would like to find time to be able to read through all of the information forwarded my way by the President. There is always room to expand my knowledge of how CGCC fits within the CCWD and state higher education world. The impact of some of the new legislation, as they unfold, bear closer scrutiny than I have been able to offer to date, and I hope to better school myself on the implications of this legislation as far as it impacts CGCC and local control.
- Recognize that we have numerous stake holders with often different and perhaps conflicting priorities. Remind each other which constituency we are addressing with respect to policy decisions.