



# **PimaCommunityCollege**

## **Governing Board**

### **2021-2022 BOARD SELF-ASSESSMENT SUMMARY**

(Approved on October 12, 2022)

#### **Methodology**

The 2021-2022 Board Self-Assessment was conducted with a two-part process that included an assessment tool administered by the Association of Community College Trustees (ACCT) to specifically evaluate progress on the Board approved goals, performance, and leadership. The second part was an in-person, facilitated discussion of the Board.

#### **Background**

The Board conducts an annual self-assessment as a tool for determining priorities and improving its performance. This practice aligns with Higher Learning Commission standards for accreditation which include Criterion 2 on institutional integrity, Criterion 5B on effective leadership, and 5D on improving performance.

On April 7, 2022, ACCT delivered to each member of the Governing Board the Chancellor Evaluation survey tool with a deadline for return of April 24, 2022, with an extension to May 3, 2022. All Board members completed the survey. Because of the COVID-19 pandemic, the Board and Chancellor convened for the 2022 annual Board retreat on September 7 and 8. All five Board members attended the retreat and reviewed and discussed the Board Self-Assessment results.

The self-assessment addressed the Fall 2021 – Fall 2022 Board goals and priorities. The report compiled quantitative and qualitative data that assisted the Board in constructive dialogue on strengths, areas that require greater attention, areas of concern, and planning. The self-assessment helps the Board to set standards, clarify expectations, and provide an example of the ongoing commitment to accountability and improvement for the College community. The assessment included 38 items across 9 categories with an additional 17 Board goals. Items were rated on a scale of 1 to 5 indicating respondents' agreement with completion or movement towards completion of goals.

#### **Summary**

This year's Self-Assessment grade was an average of 3.01 on a 5-point scale—down 0.14 from 2021. Significant scoring differences indicate a general lack of alignment in key areas including a clear vision for the college, the strategic direction, the current governance model, Board operations, and delegation of authority to the Chancellor. The highest-rated items were in the category of Board Education, Standards for College Operations, Advocating for the College, and the Board's goal of conducting a thorough Bylaws and Policy Review. The lowest rated items were in the categories of the Board goals to Improve Communication with the Chancellor and



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Board leadership, strengthen Board effectiveness, and Board-Chancellor relations. Despite these fundamental differences of opinion, the Board continues to meet its annual goals and fiduciary and regulatory responsibilities.

**Overall category ratings decreased from 3.15 last year to 3.01 this year.**

**Board Organization** (i.e. meeting effectiveness, adequate background information, open and sufficient discussion, decisions following thorough discussion and analysis). This category had an overall rating of 3.10 (3.60 last year). The two highest rated items were: Board meetings are conducted in an orderly, efficient manner that allows for open and sufficient discussion and Board meetings are conducted in such a manner that the purposes are achieved effectively and efficiently and Board members are given timely and adequate background information on the issues they are requested to make decisions about and Board members make decisions after thorough discussion and exploration of many perspectives. No item was rated below 3.00.

**Policy Role & Direction** (i.e. understanding of the role, consideration of future direction, focus on policy over administrative matters, clarity regarding mission and goals). This category was rated with an overall of 3.10 (last year 3.00). The two highest rated items were 3.60 and above: The Board adopts policies that guide the administration of the College and monitors compliance while leaving the day-to-day operations of the College to the Chancellor and the Board understands that one of its primary functions is to establish the policies governing the community college, based on consideration of all pertinent perspectives. The lowest rating in the topic at 2.4: the Board spends sufficient time discussing the future direction of the College.

**Board-Chancellor Relations** (i.e. delegation to Chancellor, professional growth of Chancellor, adequate information provided by Chancellor). This category had an overall rating of 2.65 (last year 2.79.). This was the second lowest-rated category in part 1. The highest rating on this topic at 3.40 The Board encourages the professional growth of the Chancellor, and the lowest is 1.60: Board members respect the role of the Chancellor as the link between the Board and staff.

**Community College & Student Relations** (i.e. recognition of student and employee achievement, support for programs and activities, attendance at College events, transparency and visibility, sensitivity to student and employee concerns). This category had an overall rating of 3.25 (last year 3.80). The highest ratings within this topic were: Board members show support for student and employee achievements by recognizing them during meetings and attending awards celebrations. The lowest rated topic was: the Board is sensitive to the concerns of students and employees while maintaining impartiality.



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**Community Relations** (i.e. knowledge about the community, information to the Chancellor about community contacts, assistance with partnerships). The overall average rating for this category is 2.71 (last year 3.33). The highest rating was: Board members keep the Chancellor informed of community contacts and issues. The lowest rating was for: the Board assists in developing educational partnerships with community agencies, businesses, and local government, where appropriate.

**Standards for College Operations** (i.e. knowledge about programs and services, alignment of budget with College priorities, development of parameters for facilities, awareness of funding structure, governance structure for decision-making input). The overall average rating of this category is 3.35 (last year 3.23). The highest rated item: The Board is knowledgeable about the College's educational programs/services. The lowest rated item: the Board engages in effective planning.

**Board Leadership** (i.e. adherence to the role, willingness to do what is right for students and community, setting of positive examples, informed decision-making, support for decisions). This was the lowest-rated category in part 1 and the 2nd lowest across all categories. (It was the lowest in 2020). The category had an overall average rating of 2.00 (last year 2.35). The highest rated items: the Board is willing to re-evaluate decisions when necessary. The lowest rated items: through its behavior, the Board has set a positive example for the Chancellor and other employees.

**Advocating for the College** (i.e. consideration of legislative and state issues, recognition of College accomplishments, education about College needs and issues, advocacy of College interests, support of College Foundation, and fundraising). This category had an overall average rating of 3.26 (last year 3.40). The highest rating on the topic: The Board advocated College interest to state and national agencies and legislators. The lowest rating was again: the Board helps educate the local community about community college needs and issues.

**Board Education** (i.e. engagement in training and development, knowledge about major trends and issues affecting the College, allocation of resources for Board attendance at conferences and community events). The category has an overall average rating of 3.60 (last year 3.79). The highest rated item: Sufficient resources are allocated for Board members to attend conferences and community events upon invitation. The lowest rated items: Board members are engaged in a continuous process of training and development.



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### Board Goals

The Board evaluated its own effectiveness at achieving all of the approved Fall 2021 - Spring 2022 Strategic Priorities and Goals. Within this framework were 8 goals with 17 individual categories. The Board ranked these on a scale of 1-5. Overall: Conduct a thorough Bylaws and Policy review was the highest average ranking at 4.00 and Participating in professional development was the second highest goal with 3.50. Strengthen Board Effectiveness was the second lowest with a rating of 2.10 and Improve Communication within the board and with the Chancellor was the lowest average rating with 1.90.

### Summary

Board Conduct was discussed at length. All Governing Board members committed to:

1. Improve communications, transparency, and teamwork. This commitment included an agreement to fully prepare for monthly board meetings by reading Board documents as well as reaching out to the Chair, Chancellor, and counsel where any issues require clarity, definition, or data prior to executive sessions and public meetings.
2. One-on-one and ongoing productive communications with the Chancellor and Board Chair on a continual basis whenever there is an issue of concern.
3. Strive towards sharing and discussing issues or concerns with the Chancellor and Board Chair before presenting them at the monthly public meetings. Board members acknowledged that healthy debate and discussion were necessary while also adhering to the fundamentals of good governance as required by ACCT, HLC, AGB, and Board Bylaws.
4. Continual monitoring of the College's efforts to place a concerted emphasis on programs and practices to increase faculty diversity and enrollment in our most at-risk communities.
5. Follow the Bylaws of the College specifically the role of the Board Chair as representative of the Board.
6. Board members will refrain from public discourse that diminishes the reputation of the College or impugns other Board members.



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### Board 2022-2023 Goals

The board used the 2021 - 2022 evaluation to draft the 2022-2023 Board goals and discuss strategies and plans for improvement.

1. **Governance.** Develop and implement a robust Governing Board Professional Development Plan. Incorporate and implement a thorough orientation checklist.
2. **Accreditation.** Prepare for the upcoming Accreditation Self Study and Team visit by fully understanding and implementing best practices for board governance through personal professional development as well as targeted study group sessions and strive to adhere to HLC Criterion 2 components.
3. **Practice Board Professionalism.** Demonstrate civility, respect, and professionalism in all interactions with each other, the Chancellor, and Pima Community College staff. Continue to practice transparency and professional decorum at all times. Ensure that the Board presents itself as an entity and not as individuals when representing the College.
4. **Monitoring and Oversight.** Continue to oversee the progress toward the accomplishment of the College's long-term Strategic Plan, specifically in the areas of enrollment, faculty diversity, community outreach, and workforce development.
5. **Community Engagement.** Strive to enhance the Governing Board's reputation with the greater community served by the College.



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### **Board Member Responsibilities.**

In addition to committing to having full comprehension of the Board's fiduciary responsibilities regarding oversight of the Chancellor, the budget, Government Relations, Campus Safety and Security, and Academic Excellence, the Board agreed to the following commitments:

1. Professional development through outside reading, courses, continuing education, and attendance of conference and study sessions.
2. Community outreach and involvement throughout Pima County, not just in one district.
3. Show support for College activities by attending events when able.
4. Holding the Chancellor accountable while supporting the administrative and operational vision, strategy, and day-to-day execution of the College's mission.
5. Adhere to and promote shared governance.
6. Conduct all communications with one another and the Chancellor, whether they are in writing or verbally with professionalism, respect, and courtesy.
7. Arrive at meetings with the intent to work collaboratively as a team. As a board, we are seen as a single unit. Be respectful. Listen. Share concerns ahead of time. Do not blindside, personally attack, or interrupt other members at public meetings.
8. Demonstrate trust, transparency, and truthfulness to one another at all times. Commit to zero tolerance for hidden agendas.
9. Commit absolute focus on what is best for the College and not outside special interests. In accordance with Board Bylaws, loyalty to one special interest group is in direct conflict with the Board's commitment to the entire community.
10. Listen with respect and open minds. Support as well as challenge the Chancellor. Act in good faith as the sole supervisor to the Chancellor by offering both continued encouragement as well as constructive feedback throughout the year, and not only at the annual evaluation.
11. When providing constructive criticism, offer solutions. Actively engage in problem-solving by offering sound and logical alternatives to issues of concern.



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12. Follow professional protocols and policies when communicating concerns or issues by using the appropriate channels. Do not voice nor solicit concerns directly to or from employees. Inform the Board of issues while allowing the Chancellor to troubleshoot them as directed in the Bylaws.
13. Show up to meetings with positive expectations and support for one another with the assumption that all have the same singular goal: Student Success.
14. Demonstrate a commitment to preparing for the 2023 accreditation review with a shared vision for the College.
15. Commit to preparing for monthly Board meetings by reading Board documents prior to Board meetings. Strive to resolve major questions or concerns with the Chair, Chancellor or Counsel prior to executive sessions and public meetings when possible out of respect for time and preparation.
16. Commit to reading and practicing the principles of Good Governance.
17. Follow Board policies and bylaws at all times.
18. Respect and adhere to parliamentary procedures at Board meetings.
19. Commit to showing respect and civility to the Chancellor, employees, and fellow Board members at all times.
20. Acknowledge the gravity of the responsibility that Board members have as Ambassadors for the College by maintaining professional decorum in manner, word, and expression.