



## NCACCT Leadership Seminar September 6, 2018

### Board Self-Assessments and Surveys

Dr. Patricia Skinner

Dr. Jim Watson

Mr. James Smith

Mr. Steve Campbell

## Agenda

- About Gaston College
- Introductions
- Role of President and Board
- Key Board Responsibilities
- SACSCOC New Requirement: The governing board defines and regularly evaluates its responsibilities and expectations.
- How does Gaston College Meet that requirement?
  - New Board Member Orientation
  - Trustees Bylaws
  - Code of Ethics
  - Survey and Self-Evaluation Process



# Gaston College

- Located in Gaston and Lincoln counties in West-Central North Carolina
- Celebrated 50 years in 2014
- Serves approximately 20,000 students annually
- Includes Fifteen Board members
- Six current Board members with over ten years of service each
- Current President with 24 years of service at the College
- Three beautiful, well-manicured campuses
- Outstanding community support, as well as support from commissioners and legislators



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# Introductions

## **Dr. Jim Watson, Current Board Chair**



- Has served on the board for ten years, two years as chair (2016-18)
- Ed.D. – University of North Carolina at Charlotte
- Retired superintendent of Lincoln County Schools; now professor at University of North Carolina at Charlotte; president of WSRR Consulting Group, LLC; and managing partner of Silo Investors.
- Serves on the Board of Directors of Carolina Bankshares, a bank holding company traded on the Nasdaq Exchange.

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# Introductions



## Mr. James Smith, CPA

- Has served on the board for 14 years, three years as chair (2013-16)
- Native of Gastonia; part of first graduating class at Gaston College
- B.S. Accounting – University of North Carolina at Charlotte
- Retired from J.A. Jones, Inc. as Senior VP
- Retired as CFO of Gaston County Family YMCA, Inc.

## Mr. Steve Campbell

- Has served on the Board for 19 years, three years as chair (2010-13)
- B.S. in Economics – University of Richmond; M.B.A. – Vanderbilt University
- Has held numerous leadership positions within the banking industry
- Currently employed by Prudential Financial Services as a Financial Advisor

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# Introductions



## Dr. Patricia Skinner

- Gaston College President since 1994
- AA Degree, Lake Michigan College
- Bachelor's degree, Master's degree, and Specialist of Arts degree from Western Michigan University
- Ph.D. in Higher Education Administration from the Ohio State University
- Prior teaching and administrative experiences in Michigan, Ohio, and Massachusetts
- Has served as SACSCOC evaluator, with several special site visits for governance and administrative issues



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## The President's Role



- Serves as the College's chief executive officer reporting to the Board of Trustees.
- Provides leadership for the implementation of Board policies and corresponding organizational procedures to foster student learning and organizational success. Execute all authority and duties in accordance with the laws of the state of North Carolina (G.S. 115D), the rules and regulations set forth by the North Carolina Community College System and State Board of Community Colleges, the Board of Trustees, and the College's policies and regulations.
- Responsible for broad decision making with administrative authority and leadership responsibility for all aspects of college programs, including: instructional and student services; supervision and evaluation of all employees; planning and budgeting; technology; outreach and public relations; as well as coordination with the System Office.

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## The Board's Role

- **Authority:** The Trustees of Gaston College are a body corporate under Chapter 115-D of N.C. General Statutes with all powers and duties of the body corporate and with responsibilities delegated by the State Board of Community Colleges.



- **Responsibilities:** As the legal governing Board of Gaston College, Trustees are the principal policy makers with responsibilities for the proper operation of the College within provisions of N.C. General Statutes, the *N.C Administrative Code*, and *Criteria* of the Southern Association of Colleges and Schools.

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## Key Board Responsibilities

- To elect a President of the College for such term and under such conditions and terms as the Trustees may fix, subject to approval by the State Board of Community Colleges.
- To establish and disestablish College educational programs.
- To recommend and adopt budgets.
- To purchase land, easements, or rights-of-way necessary for the proper operation of the College.
- To receive and accept donations, gifts, bequests, and the like from private donors and to apply them or invest any of them and apply the proceeds for purposes upon the terms of the donor.
- To serve as an advocate for the College and encourage financial and other support for the College and its programs.



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## SACSCOC Requirement

- **4.2.g. The governing board defines and regularly evaluates its responsibilities and expectations. (Board self-evaluation)**
- **Some Questions to Consider**
  - What are the legal obligations of board members? Does each member of the board understand these expectations?
  - Do bylaws and other written documents for board procedures make clear the role of and limits of board actions?
  - Do bylaws and other written documents for the board distinguish the roles between the board (policymaking) and the CEO (administrative)?
  - Is the board structure working well? Are committee responsibilities well defined?



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## SACSCOC Requirement

### • Some Questions to Consider (continued)

- Is the orientation of new board members effective?
- How does the board stay informed as to the financial health of the institution?
- What is the relationship between the institution's chief executive officer and the institution's governing board?
- What protections are built into the board structure to ensure the board is not subject to undue influence by a minority of members or by external forces?
- Does the board have a functioning self-evaluation process?



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## How does Gaston College Meet the New SACSCOC Requirement?

- New Board Member Orientation
- Trustees Bylaws
- Code of Ethics
- Survey and Self-Evaluation Process



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## Gaston College New Board Member Orientation



- Trustee Orientation Includes:
  - Gaston College Overview
  - Strategic Plan and President's Priorities
  - Trustee Information
    - Board of Trustees Bylaws
    - Gaston College Board of Trustees Committee Descriptions
    - Policies Pertaining to Trustees
    - Dos and Don'ts for Good Trusteeship
  - Ethics, ACCT and NCACCT Information:
    - Gaston College Board of Trustee Code of Ethics
    - Ethics & Lobbying Education
    - NCACCT and ACCT Upcoming Events



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## Gaston College Board of Trustees Bylaws



- Article I. Powers and Responsibilities
- Article II. Membership
- Article III. Meetings
- Article IV. Officers and Duties
- Article V. Committees
- Article VI. Amendments and Adoption



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## Board of Trustees Code of Ethics (1997)

As a trustee and keeper of the trust, I will:

- Become knowledgeable so that I can execute my duties and carry out my responsibilities in a credible manner.
- Place high priority on attendance at all board meetings.
- Cooperate with my fellow board members and respect their differences of opinion.
- Vote my honest conviction on all issues based on facts and concern for all persons affected rather than on personal bias, political, or other outside pressures.
- Respect and support all policy votes of the board regardless of how I voted and maintain the confidentiality of closed proceedings of the board outside the meetings.
- Remember that the president or board chair is the only official spokesperson for the institution.



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## GC Board of Trustees Code of Ethics (continued)

- Support the president as chief administrative officer of the institution and direct to the president all complaints or criticisms about either the institution or the president.
- Never use my position either directly or indirectly for personal gain nor give the perception/impression of conflict of interest.
- Place as high a priority on academics at the institution as I do the business of college operations.
- Remember that the primary function of the board is to establish the policies by which Gaston College is to be administered and that the administration of the educational programs and the conduct of college business shall be left to the president and his/her faculty and staff.
- Support the state and national community college trustees' associations.
- Consider myself a "trustee" of Gaston College and do my best to ensure that Gaston College is well maintained, financially secure, growing and operating in the best interests of its constituents.

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## GC Board of Trustees Survey and Self-Evaluation Process (Handout A)



- Board Chair reviews survey from prior year to determine if changes are needed
- Online Survey sent to Trustees via Survey Monkey
- Board members given two weeks to complete Survey
- Responses compiled by College IT staff and sent to Board Chair
- Board Chair analyzes responses and prepares summary for discussion at Board Retreat
- Survey contains questions in four key areas: Roles and responsibilities; Meetings and decision making; President's evaluation process and relations; and Advocacy. It also includes four open-ended questions.



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## Questions on Board Self-Evaluation and Survey



- 1. What time of year do you do your Board Self-Assessments and is timing critical to the development and findings?**
- 2. How does the Assessment help drive the board's future goals and fit into the college's strategic plan? (For example, if something is ranked low on the assessment, does that become a goal for "improvement" for the board?)**
- 3. How similar are the Assessments/Evaluation for the Board and the President?**
- 4. How has your Assessment evolved over the years so that it truly assists the Board with future goals and expectations?**

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## ACCT Evaluation Item Bank

- Over 100 items in evaluation bank to choose from
- ACCT recommends using 30-40 items as well as a few open-ended questions
- The items are based on criteria outlined in *Board Roles and Responsibilities*, as well as ACCT's statement "On the Effective Governance of Community Colleges" and the *ACCT Code of Ethics*.
- Web link: <https://www.acct.org/page/self-assessment-item-bank>



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# Questions?



End