

How are we doing?
Improving Board/CEO Performance
Through Effective Evaluation.

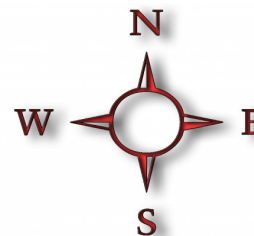
2018 Annual Convention
Community College League of California

Brice W. Harris

Thursday, November 15, 2018

Harris Leadership

Support



Board Evaluation

Harris Leadership



***“I don’t need a Board
evaluation...”***

Community College Trustee

*“I don’t need a Board
evaluation...
I get evaluated the first
Tuesday in November
every 4 years.”*

Community College Trustee

Tough Job if You Can Keep It:
**What California CEOs say about their Challenges
and Longevity
*and***

Talk to Me:
What CCC Trustees Want From Their CEOs

Susanna Cooper, Managing Director
***Wheelhouse: The Center for Community College
Leadership and Research***

Trustees: What's the Hardest Part of Serving?

What Is the Most Challenging Part of Serving as a Trustee? (N=94)



Percentages do not add up to 100 because 5% of respondents did not answer this question.

The Value of Board Self-Evaluation

- *Required by accreditation*
- *Can help the CEO*
- *Can help the organization*
- *Can help individual trustees*
- *Can help the Board as a whole*

Required by Accreditation

10. Board policies and/or bylaws clearly establish a process for board evaluation. The evaluation assesses the board's effectiveness in promoting and sustaining academic quality and institutional effectiveness. The governing board regularly evaluates its practices and performance, including full participation in board training, and makes public the results. The results are used to improve board performance, academic quality, and institutional effectiveness.

2014 ACCJC Standard 4.C.10 Governance & Leadership

Harris **L**eadership



Board Accreditation Requirements

- 1. Clearly established board evaluation process**
- 2. Assesses effectiveness in promoting & sustaining academic quality & institutional effectiveness**
- 3. Regularly evaluates practices & performance**
- 4. Full participation in board training**
- 5. Makes results public**
- 6. Uses results to improve performance**

Sample Self-Evaluation Process Components

- 1. Board completion of self-evaluation instrument**
- 2. Constituent leader evaluation instrument**
- 3. Conversations with individual board members**
- 4. Facilitated open conversation in Board retreat/workshop**

Sample Board Self-Evaluation Topics

- 1. Board operation**
- 2. Fiscal management of the district**
- 3. Supporting the mission of the district**
- 4. Relationship with the community**
- 5. Relationship with the Chancellor/President**
- 6. Relationship with the college(s)**
- 7. Board goals**

CEO Evaluation

Harris Leadership



***“I hate being
evaluated...”***

Community College CEO

Harris **L**eadership



*“I hate being
evaluated...my Board has
no idea what I really do and
they don’t know how to
evaluate me.”*

Community College CEO

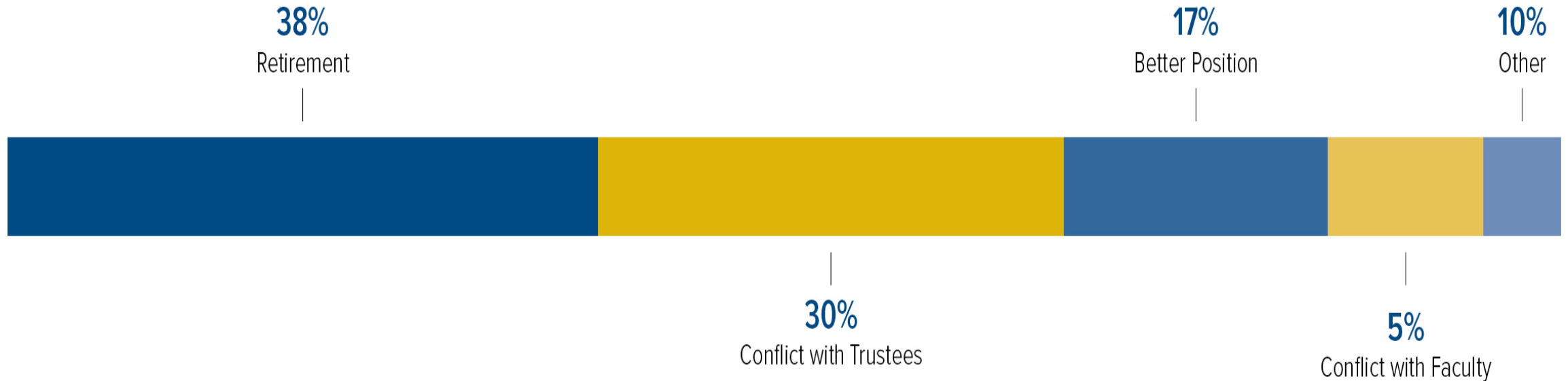
Required by Accreditation

12. The governing board delegates full responsibility and authority to the CEO to implement and administer board policies without board interference **and holds the CEO accountable** for the operation of the district/system or college, respectively.

2014 ACCJC Standard 4.C.12 Governance & Leadership

Trustees Perspective: Why Do CEOs Leave Their Jobs?

In Your Opinion, Why Did Departing CEO(s) Leave? (N=75)



Percentages do not add up to 100 because 5% of respondents did not answer this question

CEO Perspective: Why Do CEOs Leave Their Jobs?

Select the three most common reasons CEOs leave their posts, in your opinion.



We need more stability at the top!

- **Average tenure of Fortune 500 CEO: 9.7 years**
- **Median tenure of UC/CSU president: 7 years**
- **Median tenure of CA CC president: 3.5 years**
- **Median tenure of K-12 sup. 3.2 years**

(Sources: The Conference Board, CCLC, Council of Great City Schools)

The Value of CEO Evaluation

- **Measures the effectiveness of the CEO**
- **Assesses the effectiveness of the organization**
- **Helps the Board understand the CEO and the organization**
- **Improves the relationship between the Board and the CEO**
- **Reinforces the relationship between the Board and CEO among faculty & staff**

Sample CEO Evaluation Process Components

- 1. Self-evaluation**
- 2. Evaluation of goals and objectives**
- 3. Evaluation questionnaire from Board**
- 4. Evaluation questionnaire from
leadership/community**

Sample CEO Evaluation Topics

- 1. Leadership**
- 2. Management**
- 3. Personal/Professional**
- 4. Relationship with the Board of Trustees**