**Board Effectiveness Criteria Item Bank**

The sample forms provided in this section include a relatively limited number of items in various areas of board functioning. The following item bank includes items that may be used in addition to or instead of those provided in the samples. Boards may review these to identify if certain items are more pertinent to their needs than those in the samples.

**I. Mission and Planning**

1. Board members are knowledgeable about the culture, history, and values of the district.
2. The board regularly reviews the mission and purposes of the institution.
3. The board spends adequate time discussing future needs and direction of the district and community. They are able to identify opportunities and challenges.
4. The board assures there is an effective planning process and is appropriately involved in the process.
5. The board assures that district plans are responsive to community and student needs.
6. The board has adopted and monitors the implementation of the district’s strategic and educational and facilities master plans.
7. The board sets annual goals or priorities in conjunction with the CEO and monitors progress toward them.

**II. Policy Role**

1. The board clearly understands its policy role and differentiates its role from those of the CEO and college staff.
2. The board is an independent policy-making body that reflects the public interest.
3. The board assures that the district complies with relevant laws, regulations and accreditation standards.
4. The board’s policy manual is up-to-date, relevant to the college mission, comprehensive, and useful.
5. The board relies on board policy in making decisions and in guiding the work of the district.

**III. Board–CEO Relations**

1. The board maintains a positive working relationship with and supports the CEO.
2. The board clearly delegates the administration of the district to the CEO.
3. The board communicates clear expectations for CEO performance and provides support and feedback.
4. The board regularly evaluates CEO performance.
5. The board periodically reviews the CEO contract to assure appropriate compensation and conditions of employment.
6. The board recognizes that only the board as a whole (not a single trustee) can direct the CEO.
7. Board members adhere to the principle of “no surprises,” informing the CEO and the board chair when needed.

**IV. Community Relations & Advocacy**

1. Board members act on behalf of the public and citizens in the district when making decisions.
2. Board members consider the perspectives of various interests in the community when making decisions.
3. Board members are active in community affairs.
4. The board advocates on behalf of the district to local, state, and federal governments.
5. The board actively supports the district’s foundation(s) and fundraising efforts.

**V. Educational Quality and Student Success**

1. The Board exhibits a high priority for student success.
2. The Board fosters and supports a climate of academic excellence.
3. Board members are knowledgeable about the educational programs and services of the district.
4. The board is knowledgeable about current and future educational and workforce training needs in the community.
5. The board monitors the quality and effectiveness of the programs and services of the district.
6. The board supports and is appropriately involved in the accreditation process.
7. The board understands and protects academic freedom.

**VI. Fiduciary Role**

1. The board assures that the budget supports priorities in the district’s plans.
2. Board policies assure effective fiscal management and internal controls.
3. The board regularly receives and reviews reports on the financial status of the institution.
4. The board reviews the annual audit and monitors responses to recommendations.
5. The board adopts and monitors the implementation of a facilities master plan.
6. The board has provided appropriate direction for seeking external funding.
7. The board maintains an adequate financial reserve.

**VII. Human Resources and Staff Relations**

1. The board’s human resources policies provide for fair and equitable treatment of staff.
2. The board has established and follows clear parameters for collective bargaining.
3. The board has and follows protocols regarding communication with college employees.
4. Board members refrain from attempting to manage employee work.
5. The board expects and supports faculty, staff, and student participation in college decision-making.
6. The board expects and fosters excellence and quality in employee performance.
7. The board expects and supports professional development programs for all employees.

**VIII. Board Leadership**

1. The board understands and performs well its roles and responsibilities.
2. The board provides visionary governance leadership for the mission of the college.
3. The board expresses its authority only as a unit.
4. Board members understand that they have no legal authority outside board meetings.
5. The board regularly reviews its code of ethics or standards of practice and has a policy on addressing violations of the code.
6. Board members uphold and comply with the board’s code of ethics.
7. Board members avoid conflicts of interest and the perception of such conflicts.
8. Once a decision is made, board members uphold the decision of the board.
9. Board discussions and relationships reflect a climate of trust and respect.
10. Board members exhibit integrity and professionalism in fulfilling their role.

**IX. Board Meetings**

1. Board meetings are conducted in an orderly, efficient manner.
2. Board meetings and study sessions provide sufficient opportunity to explore key issues.
3. Agenda items provide sufficient information to enable good board decision-making.
4. The board understands and adheres to the Brown Act.
5. The board maintains confidentiality of privileged information.
6. Board members clearly understand how the agenda is developed and have an opportunity to contribute to that development.

**X. Board Education and Evaluation**

1. New members participate in a comprehensive orientation to the board and district.
2. Board members participate in trustee development activities.
3. Board members participate fully in study sessions, workshops, and retreats in order to improve their knowledge.
4. The board evaluation process helps the board enhance its performance.
5. The board measures its accomplishments against board goals.
6. The board has a process for and is willing to address trustees who are not fulfilling their responsibilities.