

## DRAFT

**Board Self-Evaluation and Survey**

Thank you for participating in the first Board of Directors Self-Evaluation exercise. To date, the Board has not engaged in the best-practice model of an annual self-assessment and discussion of findings with Board members.

The North Carolina Community College System (System) has faced massive disruptions in our local and global landscape and in our higher education systems. The System plays an increasingly vital role in driving the economic and societal well-being of our state and citizenry. A high-performing Board of Directors is critical to System success and can lend important support to the System Office at this pivotal moment.

**This is a confidential survey.** Findings, which will be reported in the aggregate, are designed to inform the following key objectives:

- I. Establishment of annual goal and expectations for the System President
  - Through the survey, we seek to elicit Board input into the development of strategic priorities for the President and System Office as well as the Board. This mutual goal-setting exercise will both inform the Board’s ability to meaningfully support System priorities while providing a more robust platform for the Presidential evaluation process.
- II. Design and execution of a three-year Board Engagement and Development plan
  - Your perceptions and understanding of your role will inform the design of a Board engagement plan. This plan will be designed to support more clear expectations for Board involvement, allow us to strengthen our onboarding, composition, processes, and infrastructure and promote the meaningful engagement and activation of Board members as System “ambassadors.”

Sections Three and Four relate directly to the development of strategic initiatives, goals, and funding priorities for the System and System Office. As the Board is aware, the System Office is engaged in a comprehensive, system-wide planning process to develop a new three-year strategic plan. Through this effort, the System will identify and confirm strategic and funding priorities, for the next three years, which are critical to its mission and sustained momentum. If you did not have an opportunity to participate in the Strategic Planning session at the September 2021 board retreat and/or in one of the five recent Virtual Listening Sessions held across the state, you may want to review the current Strategic Plan (found on the System website), as well as relevant agenda materials shared and reviewed in recent Board meetings.

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**Section 1: Roles and Responsibilities as a Board Member**

1.1 I have a clear understanding of the roles and expectations of Board membership.

- Strong understanding
- Somewhat understand
- Unclear

Are there areas where you can benefit from additional training or access to resources in your role as a Board member? What tools and materials would support a deeper understanding of your role?

Comments:

1.2 I understand the Board’s statutory role and obligations relative to those of the System Office and staff.

- Very clear
- Somewhat clear
- Unclear

1.3. Upon appointment to the Board, did you participate in a new member orientation process?

- Yes
- No, although the opportunity was offered
- No, a board onboarding session was not offered when I joined the Board

1.3.1. If you responded “yes” to question #1.3, please respond:

The board orientation effectively educated me, as a new member, about my role and the System.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

Comments:

1.4. As a Board member would you find it helpful to have a Board Handbook containing information about your role and responsibilities along with pertinent system office information?

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

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1.5. What do you consider a fair commitment of time, each month, by you in your role as a Board member in regard to your participation in the following activities?

- Two days or more each month
- One to two days each month
- One day or fewer each month
- Other \_\_\_\_\_

Note: Best practice expectations of Board members include:

- Preparation for, attendance and participation in Board meetings
- Involvement in the work of Board committees
- Active involvement in the evaluation of the President
- Active engagement in Board self-assessment
- Advocating for the organization with politicians and community leaders
- Keeping informed about legislative and policy issues regarding the System
- Keeping informed about the strategic initiatives and priorities of the organization
- Serving as a resource to the organization's management team
- Philanthropic support
- Attending local events related to the organization

1.5.1. The expectations, outlined above, are consistent with my understanding of commitment to Board membership.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

1.5.2. Which of the activities, listed in Question #1.5, are of particular interest to you?

Comments:

1.6. My skills and strengths are being leveraged to the best advantage to aid the Board in its work.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

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1.6.1. Are there additional areas in which you are willing to share your expertise, competencies, and guidance with the Board and System Office? Are there areas or committees in which you would like to be involved?

Comments:

1.7. I would be interested in participating in an Ambassadors Workshop and in receiving an Ambassadors Toolkit.

Note: Key elements of the Workshop/Toolkit would include:

- A high-level briefing to support Board members' understanding of the System's strategic and funding priorities
  - Delivery and discussion of a messaging platform, elevator speech, and key FAQs
  - A take-away toolkit, including talking points and a presentation that can be used by Board members to support individual interactions
- Strongly agree
  - Somewhat agree
  - Somewhat disagree
  - Strongly disagree
  - No opinion

1.8. When did you last visit a community college campus?

- Within the last six months
- Within the last year
- Cannot remember
- Never

## **Section 2: Perceptions of the Board Structure and Processes**

2.1. Meeting agenda items shared in advance of Board meetings contain sufficient background information that allow me to meaningfully participate in Board meetings.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

2.2. The current Board committee structure addresses the needs of the Community College System.

- Strongly agree
- Somewhat agree

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- Somewhat disagree
- Strongly disagree
- No opinion

2.2.1. Would additional committees be helpful? If so, what suggestions would you make?

Comments:

Each Board committee has a dedicated System Office staff member as liaison/partner who provides assistance in executing on Committee business.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

What additional support to Board committees would be helpful?

2.3. Are there topics or areas of discussion that you recommend be included on Board agendas that are not currently included?

Comments:

2.4 Board meetings are conducted in a manner that allows sufficient discussion of key issues.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

Comments:

2.5. The Board should engage in an annual goal setting process each year, in which it defines two to three key priorities for its work, in collaboration with the President and System Office, to facilitate the advancement and trajectory of the System?

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

Comments:

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2.6. What do you regard as current strengths of the Board?

Comments:

2.6.1. What are areas where the Board could improve?

Comments:

2.7. As new appointments to the Board are considered, there should be an opportunity for the board to identify individuals with areas of expertise that would be helpful to the board in their oversight responsibilities as well as a process to present these names to the appointing agencies for consideration.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

**Section 3: Perceptions and Understanding of the System’s Priorities and Goals**

3.1. How would you describe your overall attitude toward the Community College system?

- Very positive
- Mixed
- Negative
- No response

3.1.1. Are there recent issues that have affected your answer to the question?

Comments:

3.2. I have a clear understanding of the Community College System’s budget and funding model.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

3.2.2. If not, what additional information would be helpful?

Comments:

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3.3. I have a clear understanding of the Community College System’s current priorities and goals.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

3.3.1. If not, what additional information would be helpful?  
Comments:

3.4. The Board is appropriately involved in defining the mission, vision, challenges and goals of the System, known as the Strategic Plan.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

3.5. The Board routinely engages in substantive policy discussions at Board and committee meetings that support the Board’s capacity to inform, shape, and advocate clear policy actions and strategic priorities.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

3.6. The current strategic plan has provided a clear and actionable roadmap for achieving System goals and priorities with clear milestones, KPIs and metrics.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

3.7. The System Office provides the Board with sustained and clear reports on the status and outcomes of initiatives related to the current three-year strategic plan.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

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3.7.1. What additional information or tools would better support your understanding of the System's progress in achieving identified goals of the current plan?

3.8. Have you participated in one or more of the Regional Listening Sessions sponsored by the System Office to inform development of the System's new three-year strategic plan?

- Yes, all sessions scheduled, to date
- Yes, more than one
- Yes, I have attended one session
- No, I have not participated

3.9. I am aware of my role as a System advocate and feel that there is an actionable plan in place to aid Board members in advocating at the Legislature for the system budget and policy priorities.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

Comments:

3.10. In your opinion, what are the three to five most critical issues facing the NC Community College System that the new Strategic Plan ideally will address?

Comments:

#### **Section 4: Role of the Board in Goal Setting for the President and System Office**

*Part One of Section 4 seeks your input, as a Board member, on the role of the Board in establishing a meaningful framework for engagement with the President in goal setting and performance evaluation.*

4.1. The Board plays an important role in establishing annual performance goals and strategic priorities for the President and System Office each year as a means of supporting its annual evaluation of the President's performance.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

Comments:

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4.2. I am comfortable with the framework that the State Board Policy and Governance Committee is putting in place to support a Presidential performance evaluation, with key action items each year to include:

- Annual Board survey which will seek Board input into the goal-setting process
  - Co-creation by the President and Board of annual goals and priorities, informed by Board input
  - Quarterly meetings with the President to support alignment and assess progress in meeting shared objectives
  - Annual Presidential performance evaluation by the Board
- 
- Strongly agree
  - Somewhat agree
  - Somewhat disagree
  - Strongly disagree
  - No opinion

Comments:

4.3. As we look forward, the Board should engage in a focused session, each year, at its January meeting, to identify annual goals for the President and System Office.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

*Part Two of Section 4 seeks your input, as a Board member, in defining the most critical priorities for the President and System Office to address in 2022.*

4.4. As you consider the current and emerging Strategic Plans for the System, what are the most important **system-wide issues** that the President should address in 2022? Please rank-order your recommendations.

4.5. What are the most serious **external competitive threats** to the System for presidential attention in 2022? Please rank order your responses.

Comments:

4.5.1. How do you envision the role of the Board in partnering with the President and System Office to address these issues?

Comments:

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4.6. What are the **most pressing internal issues and concerns** to the System Office for presidential attention in 2022? Please rank order your responses.

Comments:

4.7. As you consider the high degree of turnover in key System Office positions over the past calendar year, are there key mitigation strategies and goals you would recommend regarding workforce challenges within the current landscape?

Comments:

### **Section 5: Perceptions and Understanding of the NC Community Colleges Foundation**

5.1. I have a clear understanding of the Foundation's mission, goals and objectives.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

5.2. Have you ever made a solicitation for the Foundation or assisted in any planning activities?

- Yes
- No

5.3. Have you assisted in the recruitment of members for the Foundation board?

- Yes
- No

5.4. When did you last review the Foundation's website and annual report?

- Within the last six months
- Within the last year
- Cannot remember
- Never

5.5. I would welcome an annual joint event with the State Board and Foundation Board.

- Strongly agree
- Somewhat agree

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- Somewhat disagree
- Strongly disagree
- No opinion