

**Board Self-Assessment Report**  
Summary Analysis  
October 2019

Prepared by  
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## OVERVIEW OF BOARD SELF-ASSESSMENT

The Association of Community College Trustees (ACCT) is pleased to assist the Riverside Community College Board of Trustees with its self-assessment process. This report is based on an assessment instrument distributed to the entire board on September 17, 2019. All five board members completed the assessment by September 23, 2019. All responses have been anonymously tabulated. ACCT has made minimal stylistic changes to comments in an effort to provide greater clarity, ensure confidentiality, and protect the integrity of the process and encourage positive and productive dialogue.

One goal of the Board Self-Assessment (BSA) is to strengthen the board's unique leadership role and partnership with the chancellor. Periodic board self-assessment provides an opportunity for board members to review their roles and responsibilities, set standards, and clarify expectations. It can also serve as an example of the board's ongoing commitment to accountability and assessment for the college community.

This summary report provides an overall assessment of the board as one unit, and reinforces the role of the governing board. It also provides a profile of each trustees' response to each item in the assessment. A comparison of these sets of data provides a clearer picture of where there is general consensus, and at the same time values the individual voice of each trustee when there is significant divergence from that of the board as a whole.

The BSA is designed to assess key characteristics of effective governance. This instrument includes 37 items across nine categories. Items were rated on a scale of 1 to 5 (indicating the extent to which respondents agree or disagree).

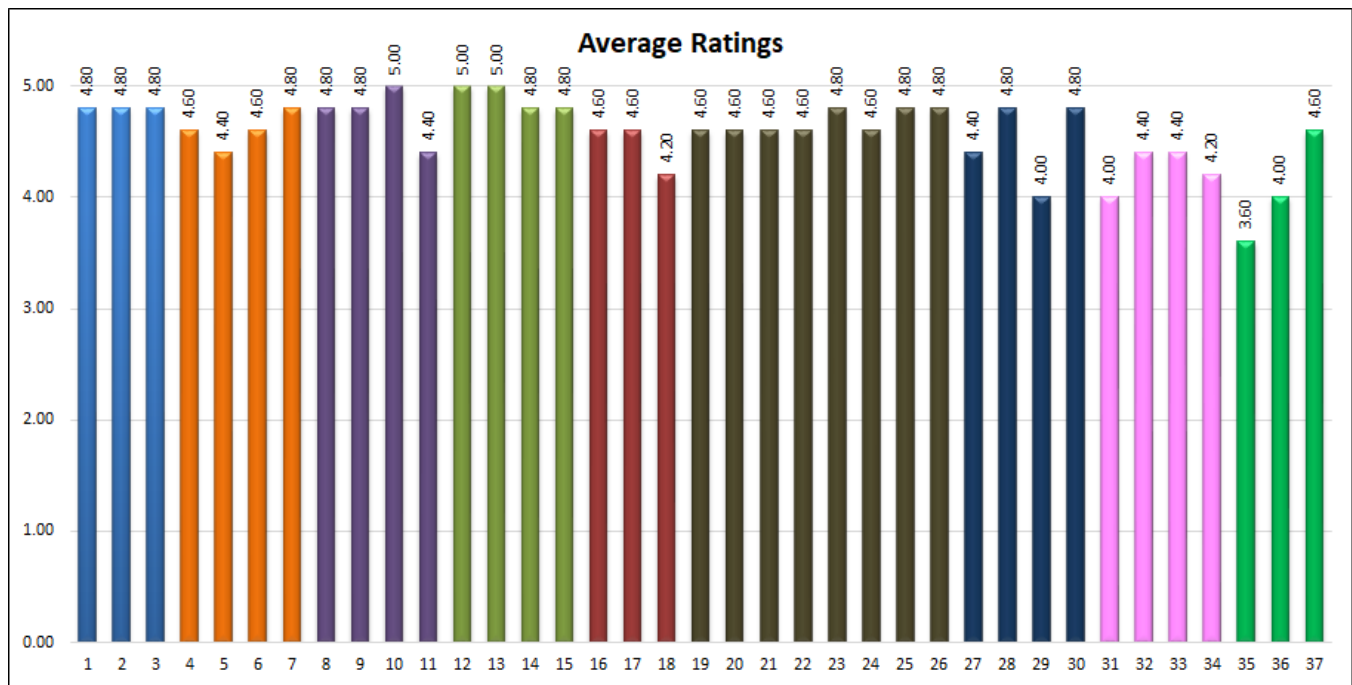
We hope that the findings will facilitate an open and frank discussion and, in turn, enhance the board-chancellor and trustee-to-trustee relationships.

Please note that ACCT does not allow any individuals/colleges to reproduce, distribute, or transmit in any form or by any means the self-assessment instrument or report, including photocopying, recording, or other electronic or mechanical methods.

ACCT appreciates the opportunity to assist the Riverside Community College Board of Trustees with this process.

Should you have any questions, please contact Colleen Allen at [callen@acct.org](mailto:callen@acct.org), 202-775-6490.

## Summary of Board Self-Assessment



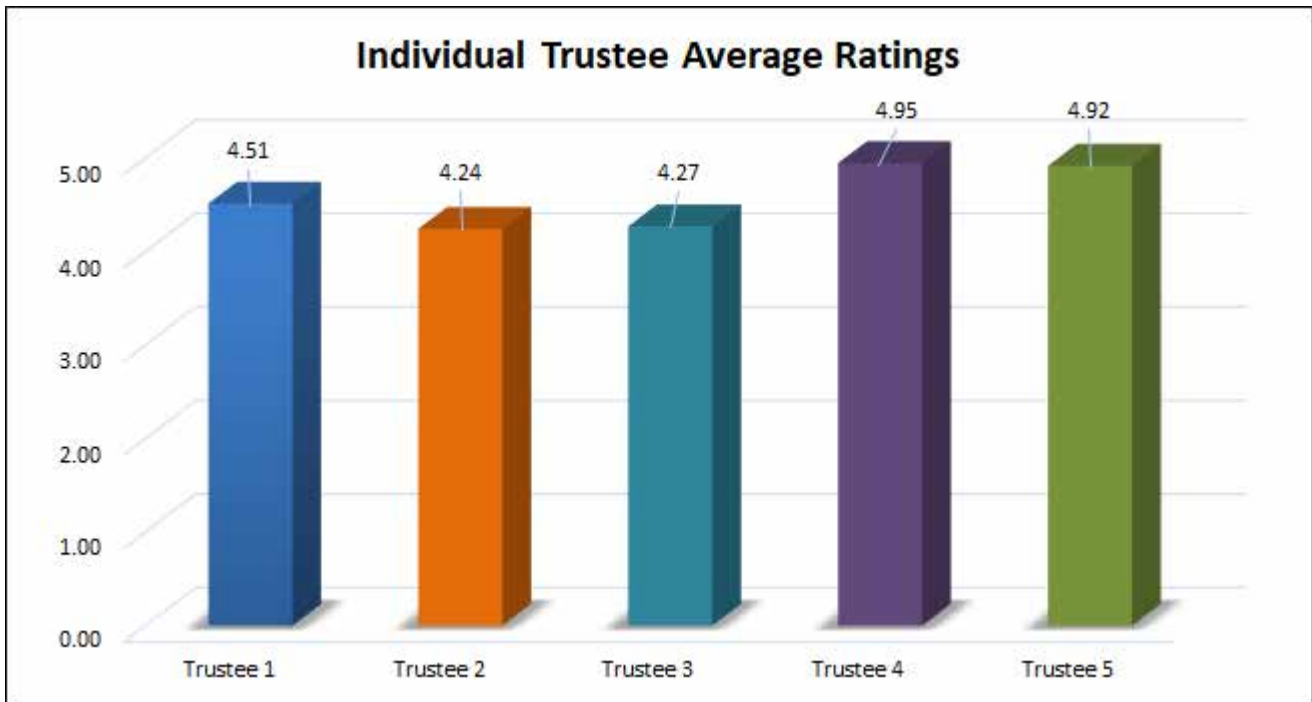
The overall average across the assessment is 4.58. The tables that follow display the highest and lowest rated items. Ratings are generally high for all items in the assessment, and only one item had an average below 4.00. Among the lower rated items 2 were from the Advocating for the College, and 2 from Board Education. Among the higher rated items, 4 came from Community College and Student Relations, while 3 each came from Board-Chancellor Relations, Board Organization, and Standards for College Operations. Forty-three percent of the highest rated items had an average rating of 4.80 or higher.

Lowest Rated Items	Avg	Category
18. The board assists in developing educational partnerships with community agencies, businesses and local government, where appropriate.	4.20	Community Relations
34. The board actively supports the District's foundation and fundraising efforts.	4.20	Advocating for the College
29. Once a decision is made, board members cease debate and uphold the decision of the board.	4.00	Board Leadership
31. Board agendas include sufficient legislative and state policy issues facing the District.	4.00	Advocating for the College
36. The board is knowledgeable about major social and economic trends and issues that affect the institution.	4.00	Board Education
35. Board members are engaged in a continuous process of training and development.	3.60	Board Education

Highest Rated Items	Avg	Category
10. The board encourages the professional growth of the chancellor.	5.00	Board-Chancellor Relations
12. Board members show support for student and employee achievements by recognizing them during meetings and attending awards celebrations.	5.00	Community College and Student Relations
13. Board members support the programs and activities of the District by attending the various District events.	5.00	Community College and Student Relations
1. Board meetings are conducted in such a manner that the purposes are achieved effectively and efficiently.	4.80	Board Organization
2. Board members are given timely and adequate background information on the issues they are requested to make decisions about.	4.80	Board Organization
3. Board members make decisions after thorough discussion and exploration of many perspectives.	4.80	Board Organization
7. The board has ensured that the mission and goals are sufficiently stated to be responsive to current and future community needs.	4.80	Policy Role & Direction
8. The board provides the proper level of authority to the chancellor for administration of the District.	4.80	Board-Chancellor Relations
9. Board members respect the role of the chancellor as the link between the board and staff.	4.80	Board-Chancellor Relations
14. Transparency of board actions and materials is important to board members.	4.80	Community College and Student Relations
15. The board is sensitive to the concerns of students and employees while maintaining impartiality.	4.80	Community College and Student Relations
23. The board sets suitable goals for the chancellor that align with the mission.	4.80	Standards for College Operations
25. The board is aware of the college's funding structure.	4.80	Standards for College Operations
26. The board has policies that require adequate participation in decision-making within the institution.	4.80	Standards for College Operations
28. The board bases its decisions upon all available facts in each situation.	4.80	Board Leadership
30. The board is willing to re-evaluate decisions when necessary.	4.80	Board Leadership

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## Individual Trustee Averages

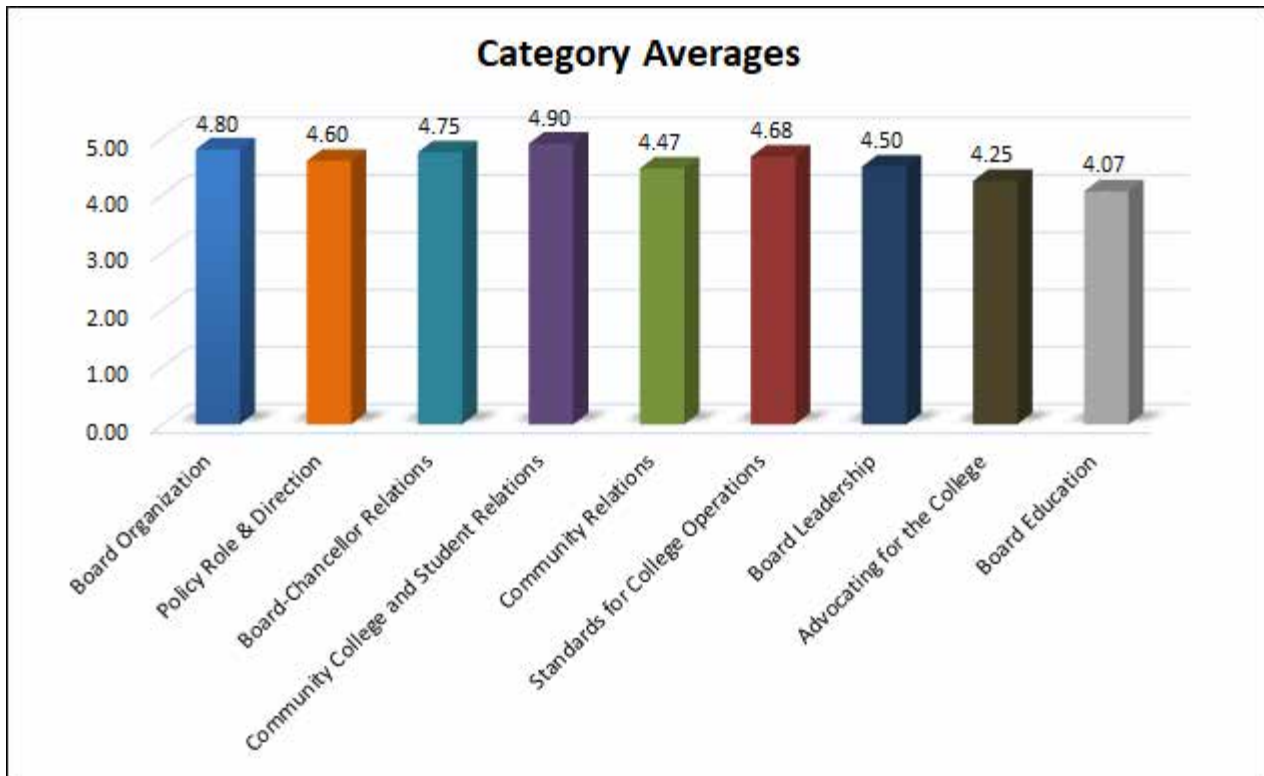


### Notes:

The chart above displays the average rating by each trustee. Trustee #4 had the highest average rating of 4.95, while trustee #2 had the lowest with an average rating of 4.24. The difference between the highest and lowest is .71 out of a possible 5.0 indicating a high degree of agreement among the trustees.

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## Averages per Category



Category	2019
Community College and Student Relations	4.90
Board Organization	4.80
Board-Chancellor Relations	4.75
Standards for College Operations	4.68
Policy Role & Direction	4.60
Board Leadership	4.50
Community Relations	4.47
Advocating for the College	4.25
Board Education	4.07

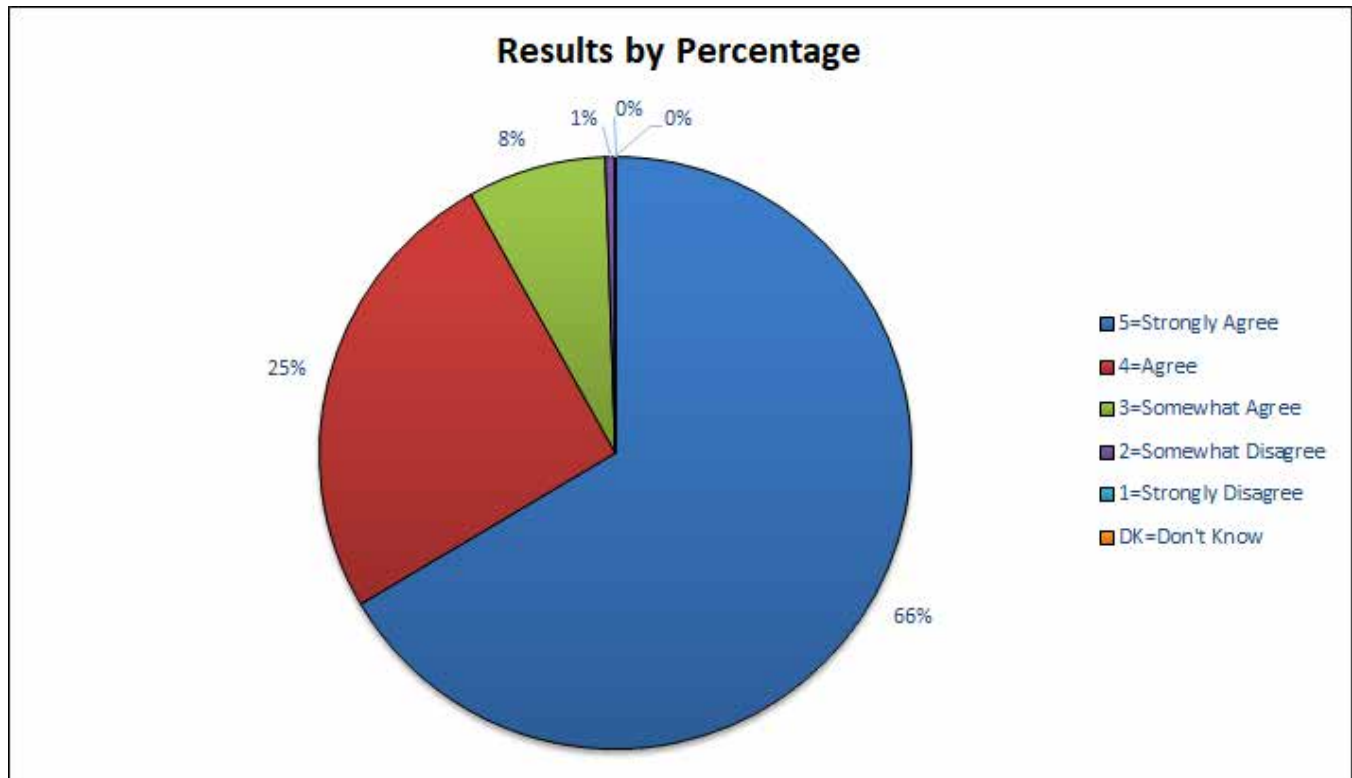
**Notes:**

The chart above displays the average rating for each category. The table displays the categories by highest to lowest. Community College and Student Relations is the highest rated category, while Board Education is the lowest.



## Breakdown of Responses by Percentage

UPDATE There were 37 items rated by five Board members for a total of 185 possible responses. Ninety-one percent of the responses were rated 4 (agree) or 5 (strongly agree). There was one 2 (somewhat disagree) rating.



Rating	# of Responses	% of Responses
<b>5=Strongly Agree</b>	123	66%
<b>4=Agree</b>	47	25%
<b>3=Somewhat Agree</b>	14	8%
<b>2=Somewhat Disagree</b>	1	1%
<b>1=Strongly Disagree</b>	0	0%
<b>DK=Don't Know</b>	0	0%
<b>Total</b>	185	100%

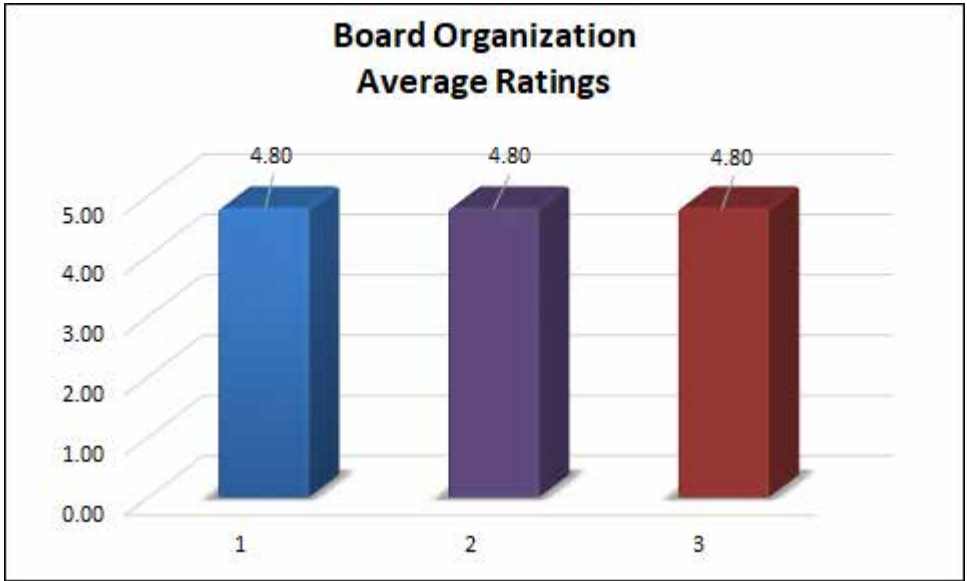
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## Results by Topic

Board Organization	2019
1. Board meetings are conducted in such a manner that the purposes are achieved effectively and efficiently.	4.80
2. Board members are given timely and adequate background information on the issues they are requested to make decisions about.	4.80
3. Board members make decisions after thorough discussion and exploration of many perspectives.	4.80

### NOTES:

The overall average rating for this category was 4.80. It is the 2<sup>nd</sup> highest rated category in the assessment. Items 1, 2 & 3 are among the higher rated items. Ratings are consistent among the trustees on all items in this category (i.e., all 4 or 5 ratings).

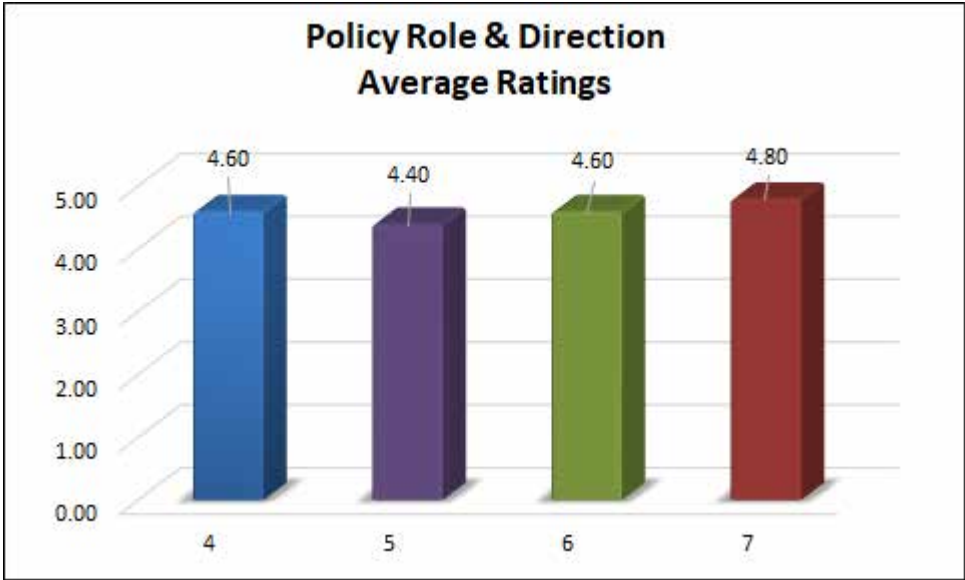


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<b>Policy Role &amp; Direction</b>	<b>AVG</b>
4. The board understands that one of its primary functions is to establish the policies governing the community college district, based on consideration of all pertinent perspectives.	<b>4.60</b>
5. The board spends sufficient time discussing the future direction of the District.	<b>4.40</b>
6. The board adopts policies that guide the administration of the District and monitors compliance while leaving the day-to-day operations of the District to the chancellor.	<b>4.60</b>
7. The board has ensured that the mission and goals are sufficiently stated to be responsive to current and future community needs.	<b>4.80</b>

Notes:

The overall average rating for this category was 4.60. Item 7 is among the higher rated items. There is some inconsistency in the ratings on items 4, 5, & 6, with a rating of “3” selected once on each of those items.

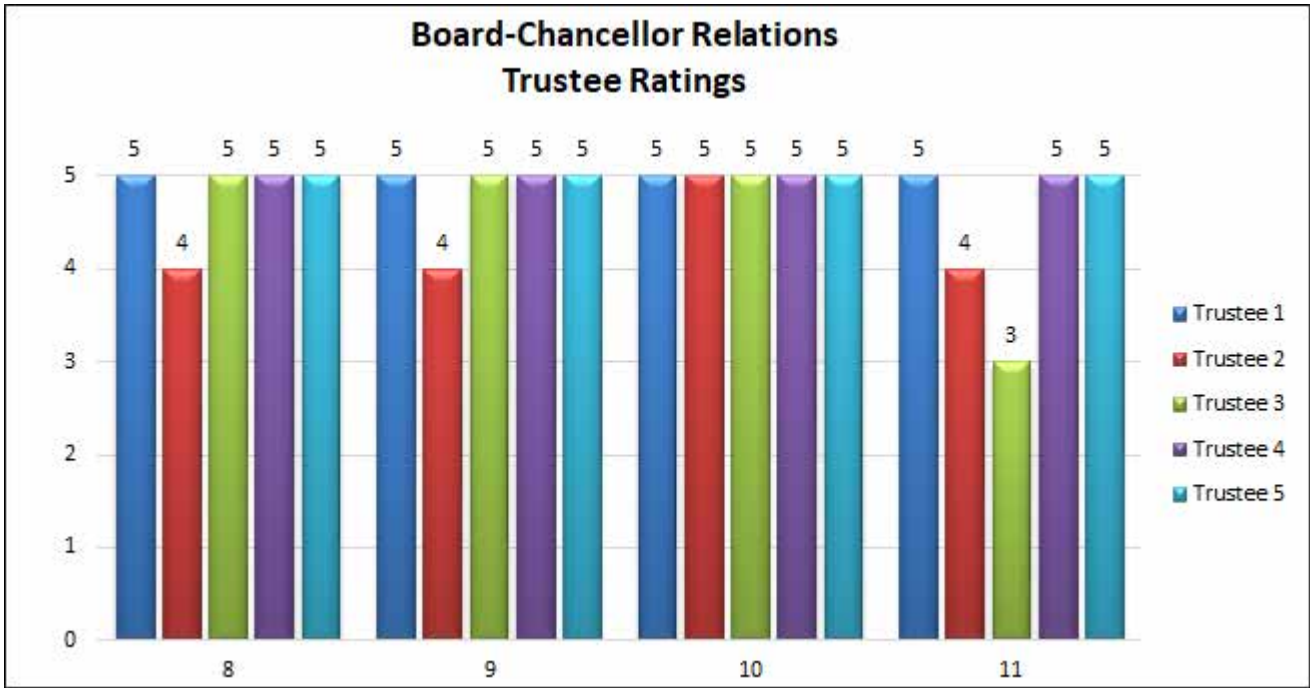
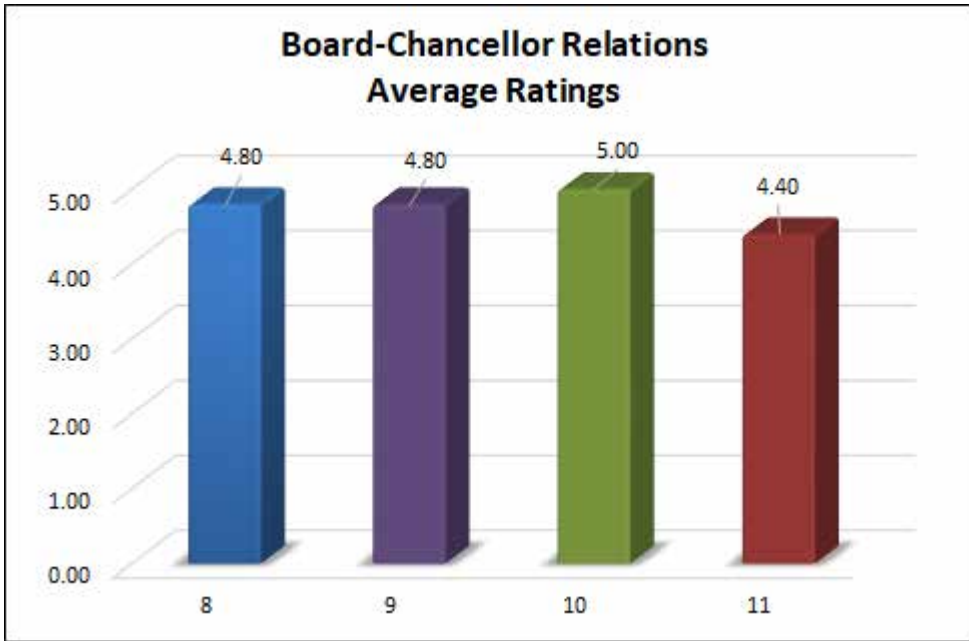


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<b>Board-Chancellor Relations</b>	<b>AVG</b>
8. The board provides the proper level of authority to the chancellor for administration of the District.	<b>4.80</b>
9. Board members respect the role of the chancellor as the link between the board and staff.	<b>4.80</b>
10. The board encourages the professional growth of the chancellor.	<b>5.00</b>
11. Board members are adequately prepared to address important issues facing the District.	<b>4.40</b>

Notes:

The overall average rating for this category was 4.75. Items 8, 9 & 10 are among the higher rated items, and #10 is one of 3 items with all “5” ratings. Ratings are consistent among the trustees on all items in except item 11, which had one rating of “3.”



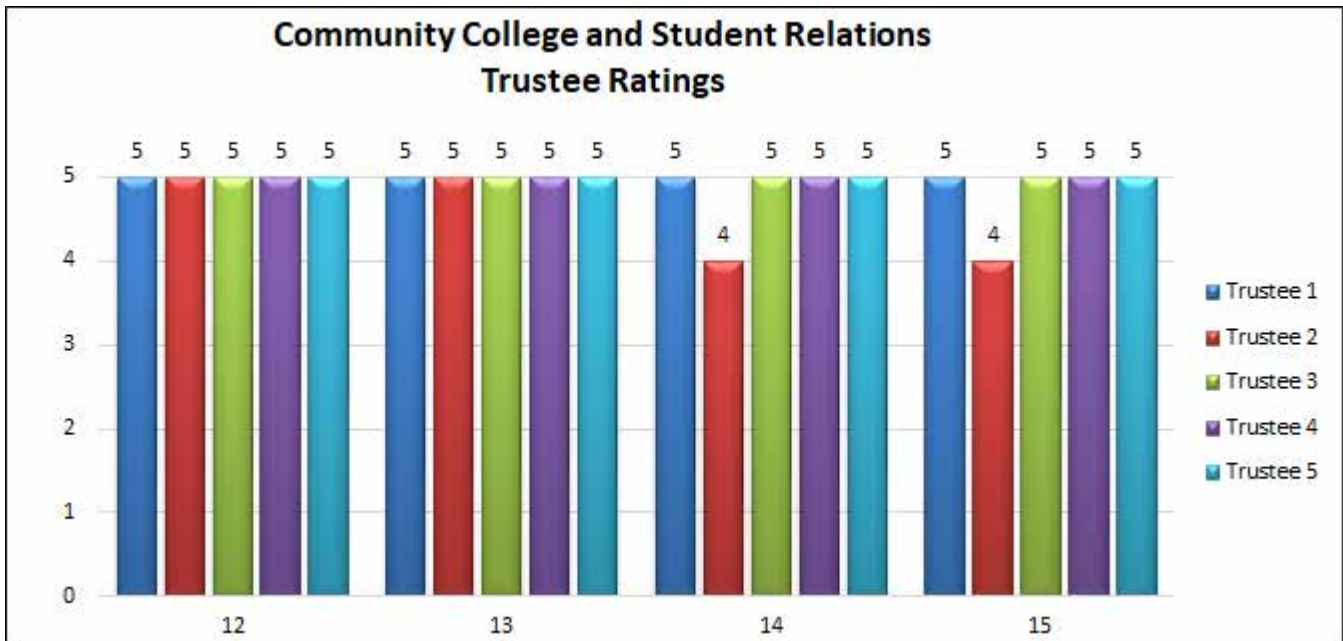
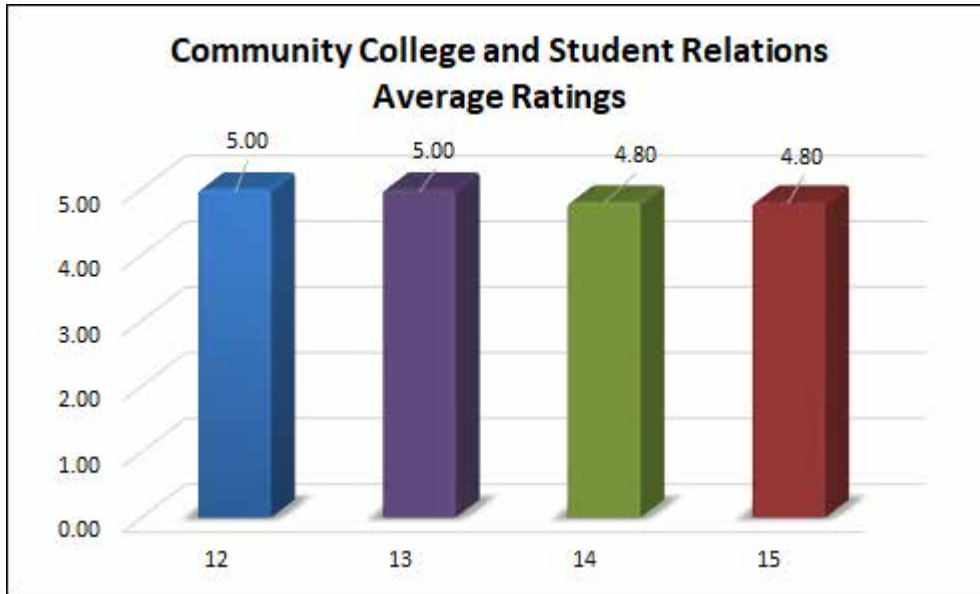
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<b>Community College and Student Relations</b>	<b>AVG</b>
12. Board members show support for student and employee achievements by recognizing them during meetings and attending awards celebrations.	<b>5.00</b>
13. Board members support the programs and activities of the District by attending the various District events.	<b>5.00</b>
14. Transparency of board actions and materials is important to board members.	<b>4.80</b>
15. The board is sensitive to the concerns of students and employees while maintaining impartiality.	<b>4.80</b>

Notes:

The overall average rating for this category was 4.90. It is the highest rated category in the assessment. All items are among the higher rated items, and 12 & 13 are two of 3 items with all “5” ratings. Ratings are consistent among the trustees on all items.



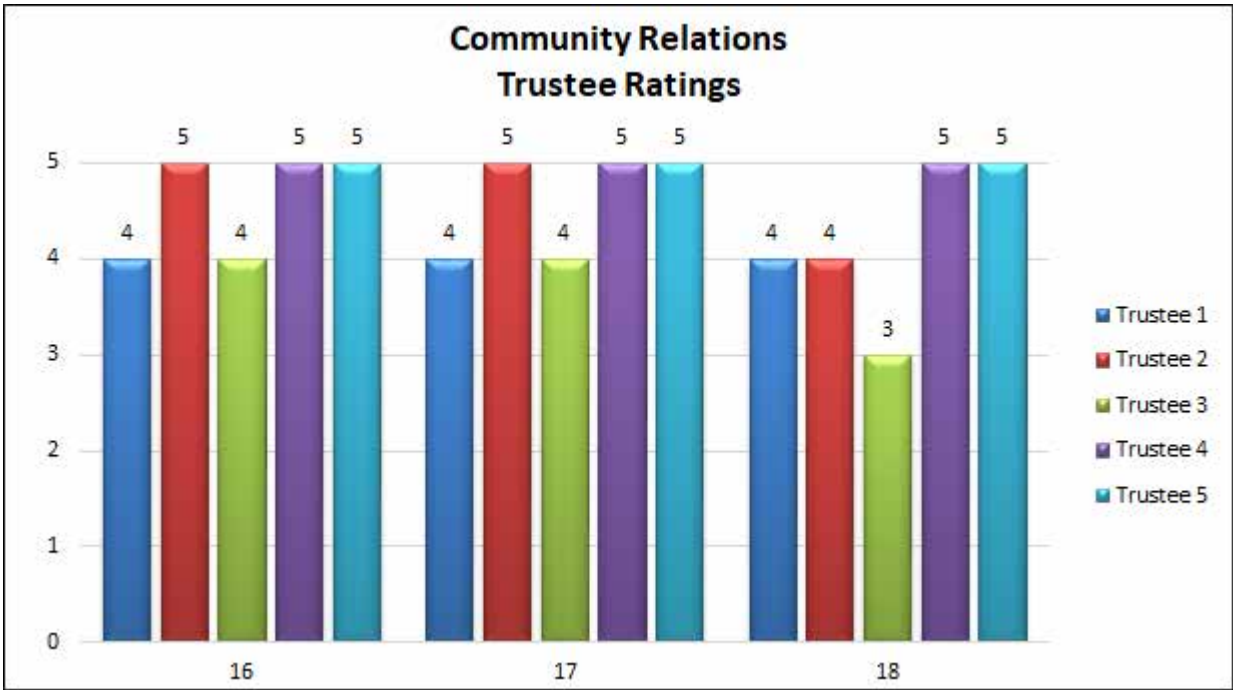
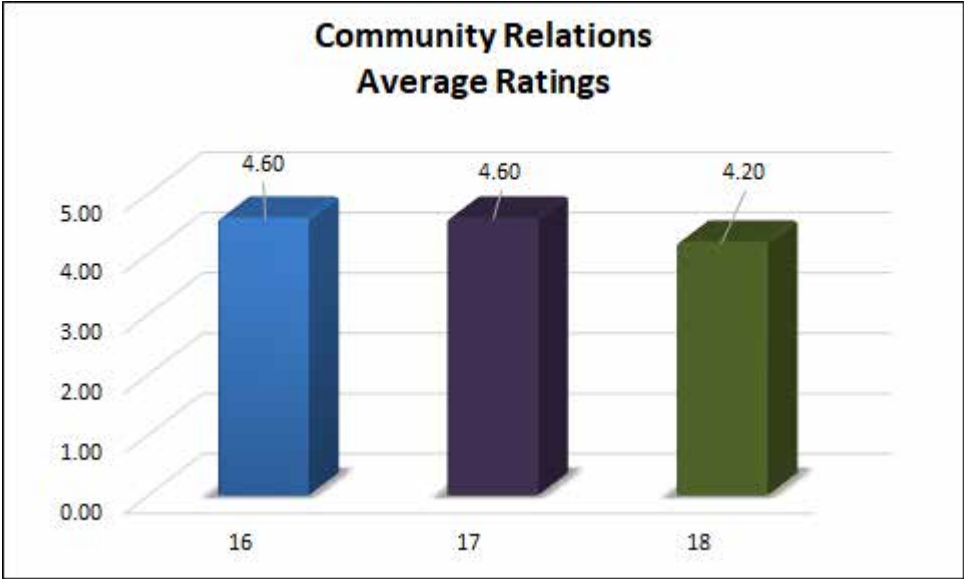


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<b>Community Relations</b>	<b>AVG</b>
16. The board is knowledgeable about community and regional needs and expectations.	4.60
17. Board members keep the chancellor informed of community contacts and issues.	4.60
18. The board assists in developing educational partnerships with community agencies, businesses and local government, where appropriate.	4.20

Notes

The overall average rating for this category was 4.47. Item 18 is among the lower rated items and had one rating of “3.”

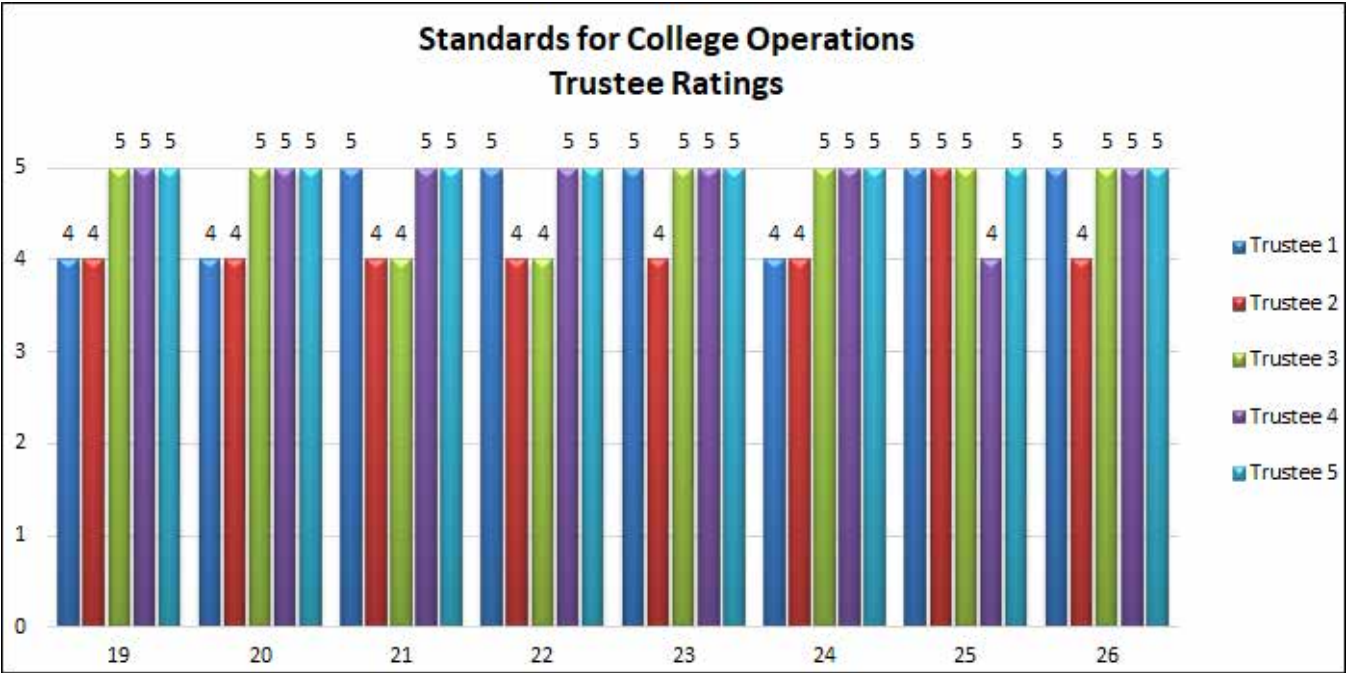
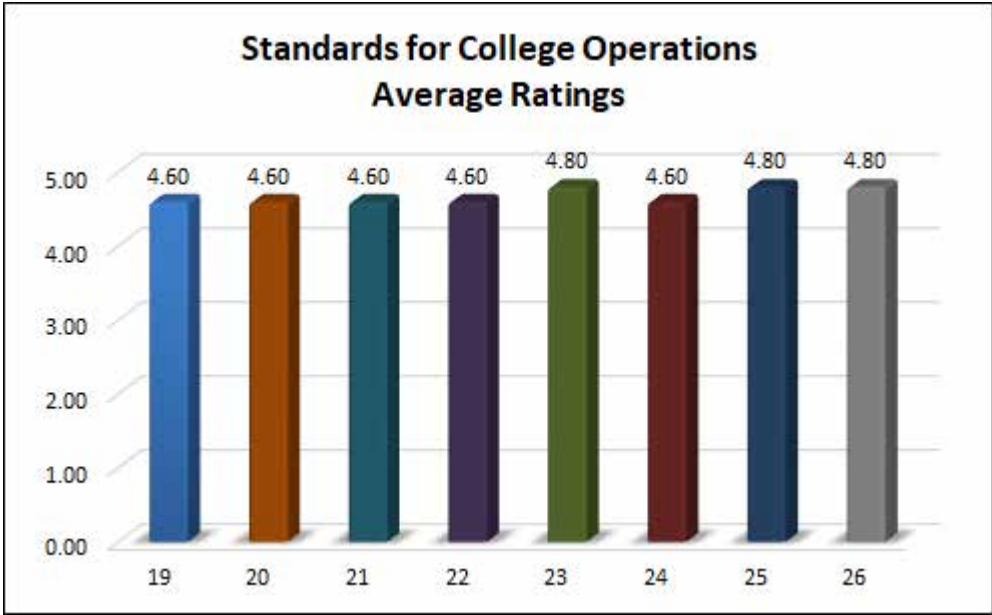


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<b>Standards for College Operations</b>	<b>AVG</b>
19. The board is knowledgeable about the college's educational programs/services.	<b>4.60</b>
20. The board assures that the budget reflects college priorities in the mission and goals.	<b>4.60</b>
21. The board engages in effective planning.	<b>4.60</b>
22. The board sets goals, priorities and action items that align with the mission.	<b>4.60</b>
23. The board sets suitable goals for the chancellor that align with the mission.	<b>4.80</b>
24. Board policies adequately address parameters for facilities maintenance and appearance.	<b>4.60</b>
25. The board is aware of the college's funding structure.	<b>4.80</b>
26. The board has policies that require adequate participation in decision-making within the institution.	<b>4.80</b>

#### Notes

The overall average rating for this category was 4.68. Items 23,25, & 26 are among the higher rated items. Ratings are consistent among the trustees on all items (i.e., all ratings are 4 or 5).

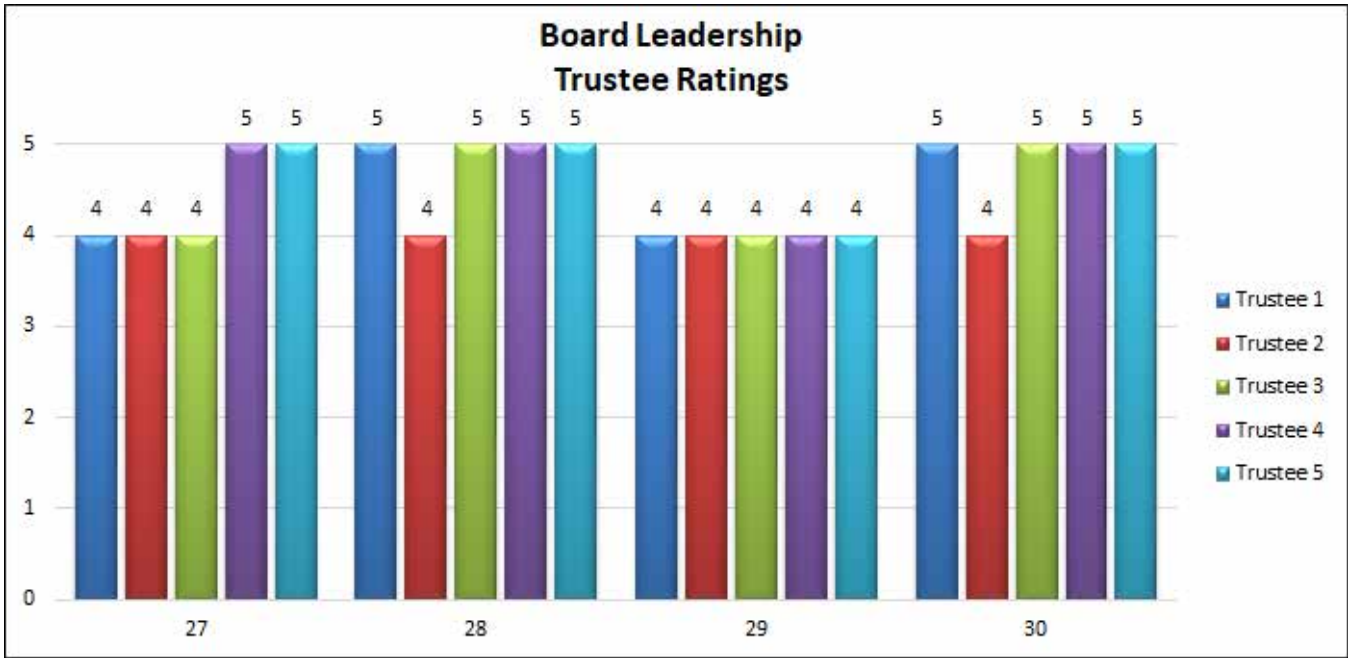
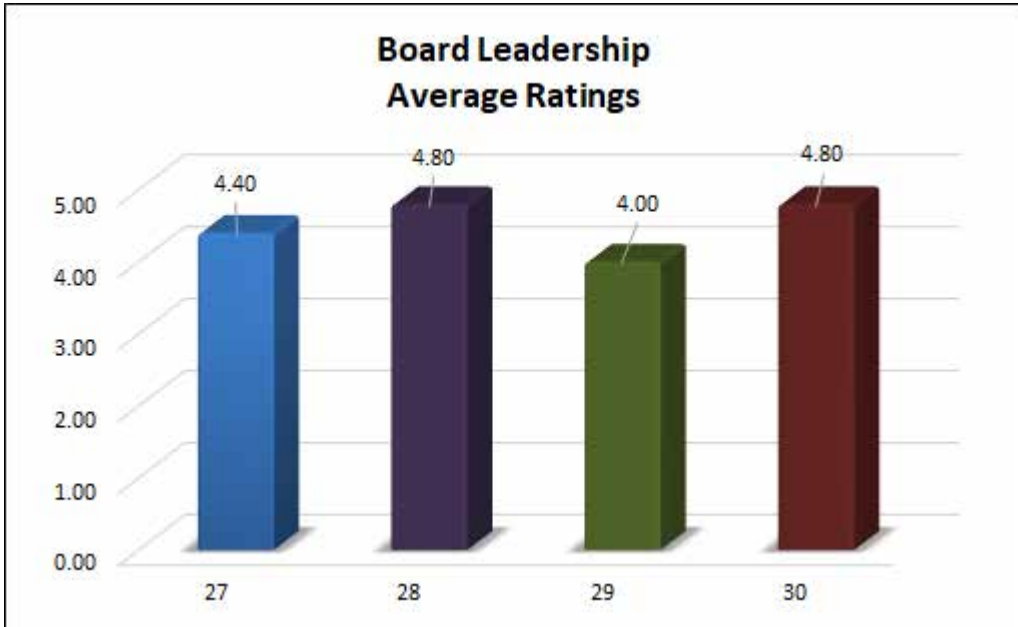


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<b>Board Leadership</b>	<b>AVG</b>
27. Through its behavior, the board has set a positive example for the chancellor and other employees.	<b>4.40</b>
28. The board bases its decisions upon all available facts in each situation.	<b>4.80</b>
29. Once a decision is made, board members cease debate and uphold the decision of the board.	<b>4.00</b>
30. The board is willing to re-evaluate decisions when necessary.	<b>4.80</b>

#### Notes

The overall average rating for this category was 4.47. Items 28 & 30 are among the higher rated items, while item 29 is among the lower rated items. Ratings are consistent among the trustees on all items.



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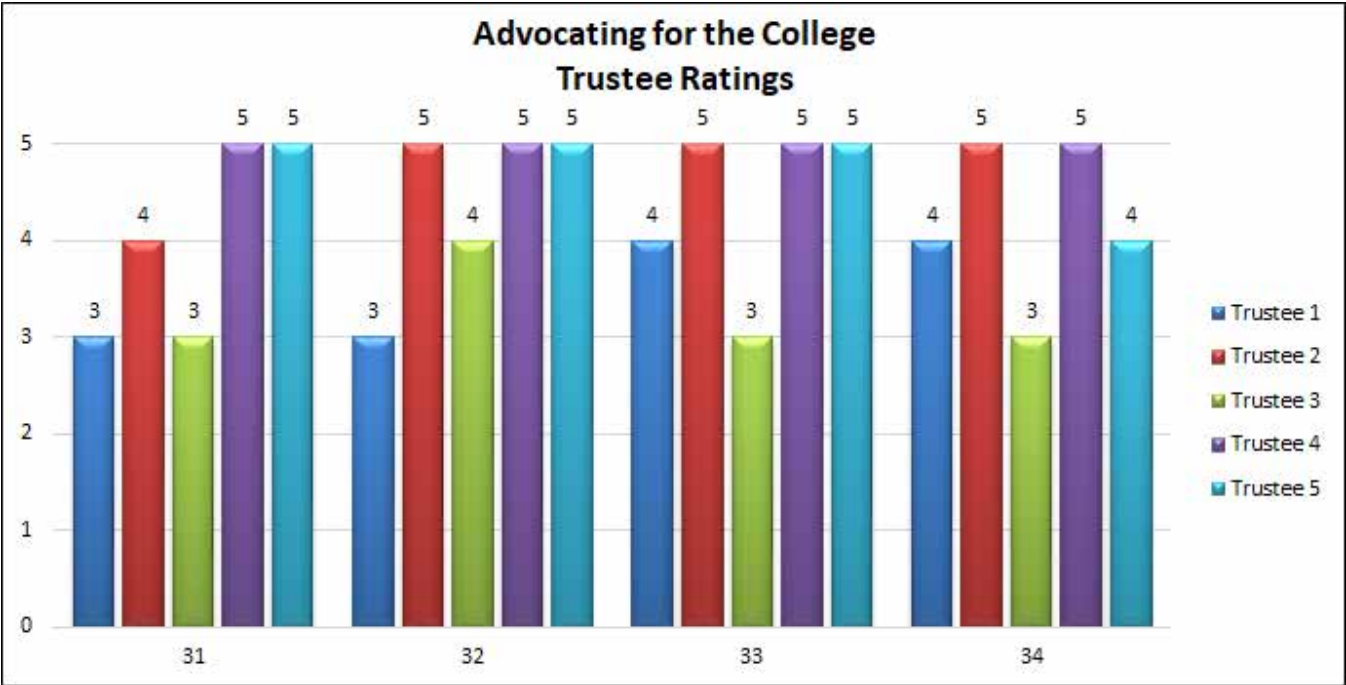
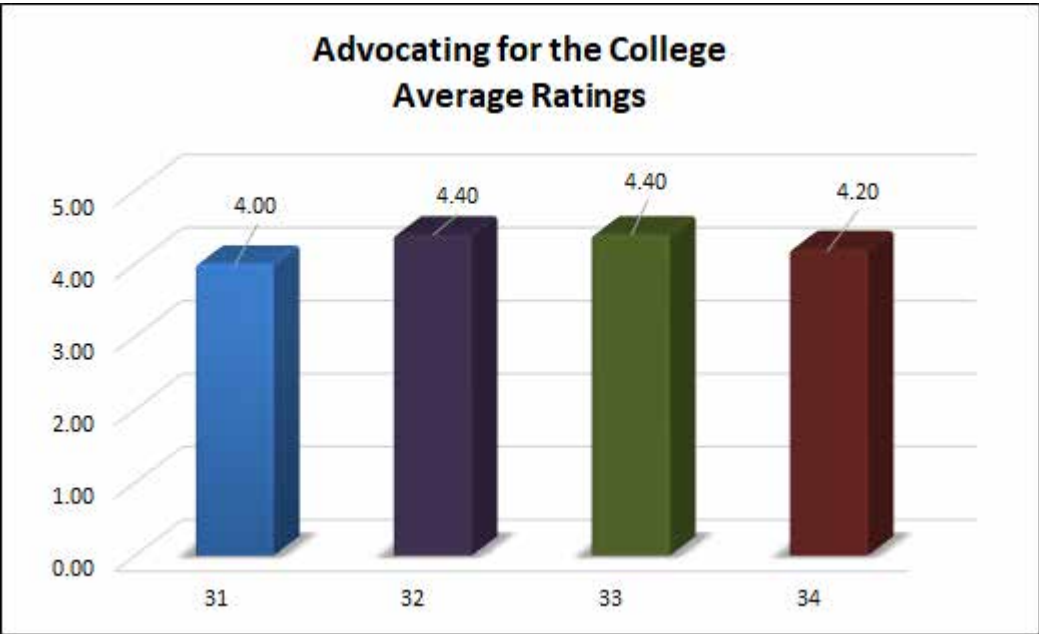
Advocating for the College	AVG
31. Board agendas include sufficient legislative and state policy issues facing the District.	4.00
32. The board helps educate the local community about District needs and issues.	4.40
33. The board advocates college interests to state and national agencies and legislators.	4.40
34. The board actively supports the District's foundation and fundraising efforts.	4.20

Notes

The overall average rating for this category was 4.25. This is the 2<sup>nd</sup> lowest rated category. Items 31 & 34 are among the lower rated items. This category had the most ratings of “3” in the assessment (5 out of 14 times.)

\*ACCT Now website offers advocacy toolkits and other resources. See <http://now.acct.org/>.



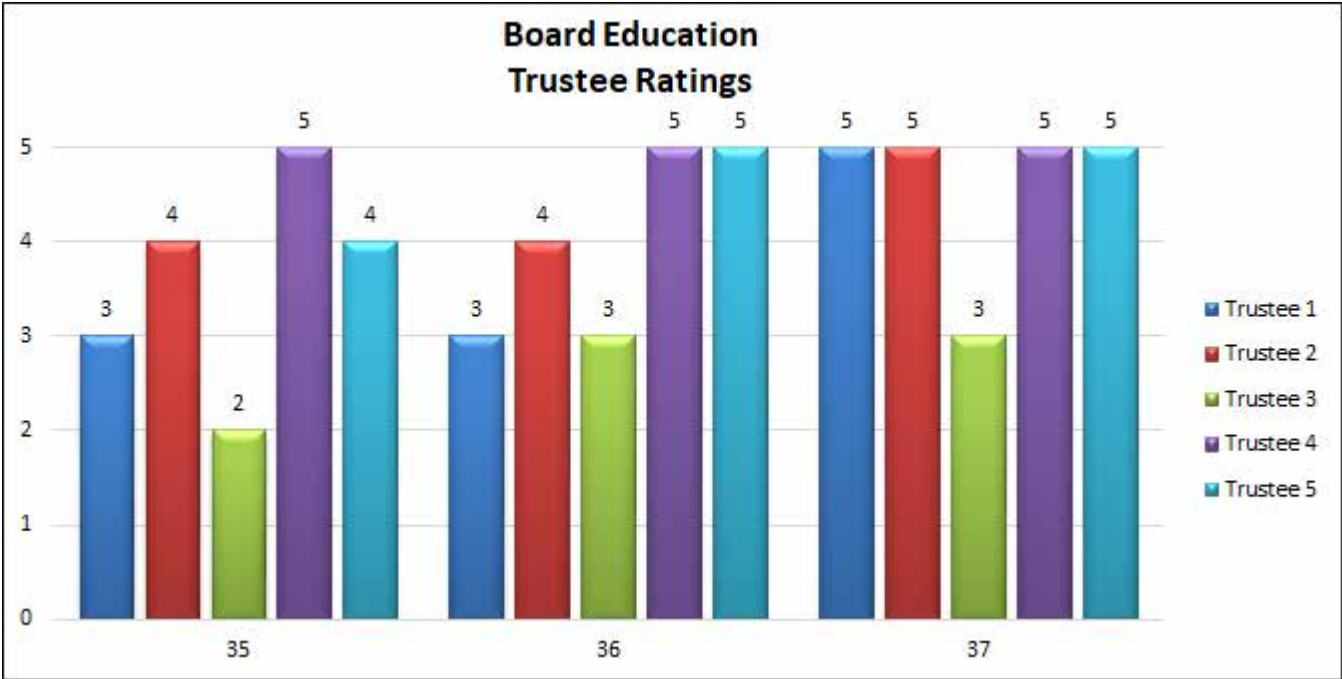
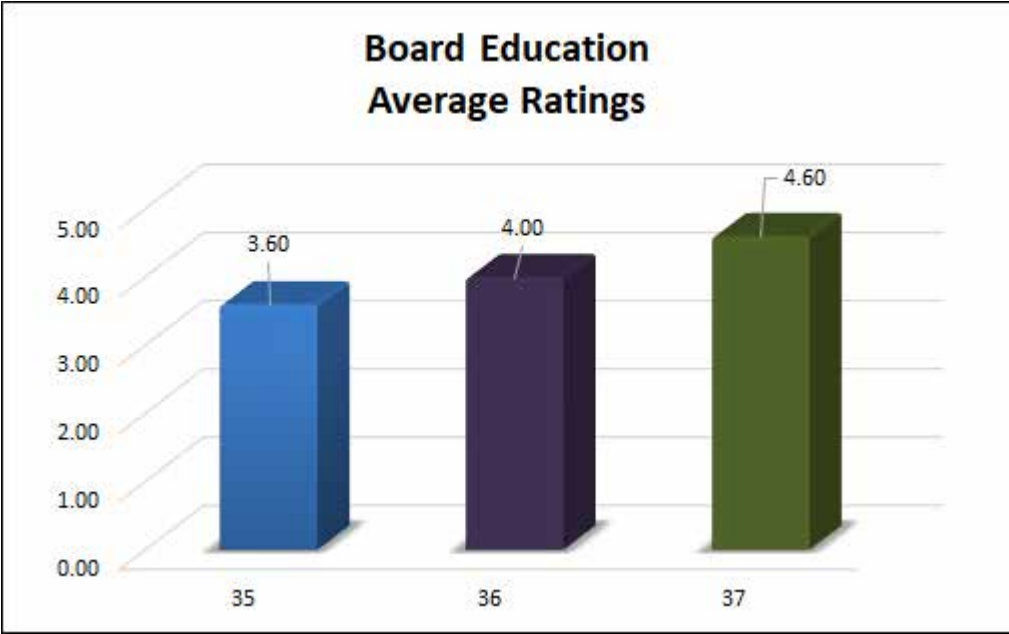


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<b>Board Education</b>	<b>AVG</b>
35. Board members are engaged in a continuous process of training and development.	<b>3.60</b>
36. The board is knowledgeable about major social and economic trends and issues that affect the institution.	<b>4.00</b>
37. Sufficient resources are allocated for board members to attend conferences and community events upon invitation.	<b>4.60</b>

#### Notes

The overall average rating for this category was 4.07. This is the lowest rated category. Item 35 is the lowest rated item, and item 36 is among the lower rated items. Item 35 is the only item that received a rating of less than 3. Ratings were somewhat inconsistent on the items in this category.



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## Open-Ended Questions

### **As a trustee, I am most pleased about:**

*Overall board members cited a sense of community and cooperation with a focus on goals and student success as traits they are pleased with.*

- The board's ability and demonstration toward working together even with varying goals and outlooks.
- We keep the mission and vision of the college as a priority in our interactions and decisions.
- The board members involvement with the community.
- The goals we have set for the district.
- The new organization structure and how this aligns with our goals to support students with access, equity and success. Also, the guided pathway work, and the role that RCCD and Chaffey Community College have in helping our region. It demonstrates that the first concern is not only for local change, but also on a regional level. I commend the work of the staff.
- The commitment to student success that our District champions.

### **As a trustee, I have concerns about:**

- Ensuring that the community receives as much information about the programs and success of our students. I don't think we do a good job of informing the public about the available resources that we provide for their use.
- Board members having adequate information prior to voting.
- Bond measure in 2020
  1. Our states base funding model for Community Colleges.
  2. Potential new mandates that will require [community colleges] to open our campuses and provide space for homeless students. The managing of this will delete precious resources that should be directed to educational services.
  3. Facilities Bond, identifying future campuses for expansion services.
  4. Rising cost of construction vs bond funds

### **I recommend that the board have the following goals for the coming year:**

- Increase the attention to the diversity of faculty and administration positions.
- Increase the knowledge of our students public safety while on campus.
- Include more local business participation in guiding work skills needs for the region.
- I am happy with the goals that we set in March and believe they will assist in supporting the mission and vision. Also aligning the board committees and shared governance structure to the organizational structure.
- I think current goals are sufficient and need to continue toward full implementation.

### **What are areas where you might need additional assistance, training, or support?**

- Additional support might involve a clarification of staffing roles and responsibilities as they interact with board member activity. (A recent reorganization of the district staff has created a need for more clarification on job responsibility.)
- Funding model and what the new bond will actually support and build. We have seen facility plans, however I am concerned that the bond will not stretch that far. Therefore, it would be helpful to identify a priority list. This will also help trustees advocate to our communities for the bond, and how it will support the educational services and training needs for our communities.



