BOARD OF TRUSTEES POLICY STATEMENT

Section 1 Bylaws, Structure, and Mission

Policy 1.140 Board of Trustees Self Evaluation Policy

To enhance its effectiveness in governance of the College, the Board of Trustees shall regularly evaluate the performance of the Board as a whole and of the individual members of the Board. The purpose of the evaluation shall be formative and designed to increase the effectiveness of the Board. The Board shall agree on the instrument(s) to be used in this evaluation.

See Addenda 1.140 a, Board of Trustees Evaluation System

1.140 b, Chair Evaluation of Individual Trustees 1.140 c, Self Evaluation of Individual Trustees 1.140 d, Evaluation of Board Chair Effectiveness

Section 1.000 Board Organization and Structure

Addendum 1.140 a Board of Trustees Evaluation System

This instrument is for use by individual members of the Board in evaluating the effectiveness of the Board as a whole in addressing its job description and stated values.

		EXCEEDS	MEETS	BELOW
1.	The Board devotes time, thought, and study to the duties and responsibilities of being good Trustees.	EXPECTATIONS	EXPECTATIONS	EXPECTATIONS
2.	The Board acts in an open, forthright, and honest manner, providing a proper balance when fulfilling the needs of students, the College, and the taxpayers.			
3.	The Board treats everyone in a manner which respects background, religion, culture, heritage, and values.			
4.	The Board avoids any potential conflict of interest, nepotism, or patronage and/or the advocacy of personal agendas in fulfilling the responsibilities of Trustees.			
5.	The Board recognizes the need to maintain confidentiality relating to student and employee information, contract negotiations, labor negotiations, and legal issues but understands that confidentiality should never be applied to situations requiring openness.			
6.	The Board encourages all members to participate in healthy and vigorous discussion while working together in an atmosphere of trust, respect, and confidence to reach consensus and support adopted decisions with a single voice.			
7.	The Board recruits, employs, evaluates, establishes compensation, and retains a qualified president to serve as the chief executive and chief administrative officer of the College.			
8.	The Board encourages open and honest communication by and between the Board and the President.			
9.	The Board maintains a focus on the future of the College through adoption of a vision, mission, and goal statements and the establishment of appropriate performance measures to assess the effectiveness of the institution in achievement of it goals.			

10.	The Board encourages input from community organizations, the media, the College administration, faculty, staff, and students to enhance school operations and future development.	
11.	The Board establishes goals for the Board in the advancement of the College and evaluates its performance in achieving the stated goals.	
12.	The Board conducts the affairs of the College through creation and evaluation of effective policies and holds the President accountable for their implementation.	
13.	The Board delegates administration of the College to the President and the administrative staff within the context of adopted Board Policy and state/federal statute/regulation.	
14.	The Board participates in professional development activities which ensure the Board is knowledgeable of issues and trends facing community colleges within the state, region and nation.	
15.	The Board makes every effort to abide by all federal, state, and local laws relating to College matters, including the Pennsylvania Sunshine and Ethics Acts and ensures that the College likewise complies.	
16	The Board ensures the financial well-being of the College by conducting an annual financial audit; by securing appropriate levels of funding from local sponsors; by enacting adequate rates for tuition and fees; and by lobbying at the state and federal levels in support of funding increases.	
17.	The Board maintains institutional focus on serving the educational needs of the community by requiring ongoing evaluation of the effectiveness of faculty, staff, programs and services of the College.	
18.	The Board serves as advocates and ambassadors for the College at the local, state, regional and national levels.	

Comments:

Section 1.000 Board Organization and Structure

Addendum 1.140 b Board Chair Evaluation of Individual Trustees

This evaluation instrument is intended for use by the Board Chair in assessing the effectiveness of individual Trustees in addressing the expectations stated in the Board Policy for Individual Trustees.

Truste	e Being Evaluated:	EXCEEDS EXPECTATIONS	MEETS EXPECTATIONS	BELOW EXPECTATIONS
1	The Trustee participates only in legally called meetings of the Board and its Committees as the vehicle for discussion of matters pending before the Board.	N/A		
2	The Trustee insists the Board meetings start on time, are efficiently organized, and effectively chaired.	N/A		
3	The Trustee maintains confidentiality on all issues discussed with the Board in executive sessions.	N/A		
4	The Trustee strives to represent as broad a cross section of the community as s/he is capable of representing.			
5	The Trustee represents himself/herself as speaking for the Board only when specifically delegated by the Board to do so.			
6	The Trustee served as a spokesperson to represent the needs and interests of the College to the community and to represent the needs and interests of the community to the College.			
7	The Trustee understands and articulates the role of the community college as an institution of higher education and community economic development.			
8	The Trustee shares with members of the community the financial needs of the College and supports all efforts to increase local support.			
9	The Trustee represents the interests and aspirations of the College and its students rather than simply representing the interests of the taxpayers.			
10	The Trustee participates in all scheduled Board meetings, retreats, and other scheduled Board activities with prompt and regular attendance.			
11	The Trustee reviews all materials distributed to the Board in advance of Board meetings so s/he can participate intelligently in decision making.			
12	The Trustee insists that no action be taken on items entered on the agenda for which prior information and advanced notice have not been supplied, except in the case of items presented as emergencies and adequately explained to her/his satisfaction.			

13	The Trustee accepts responsibility to take a position of acceptance, modification, or rejection on all matters presented to the Board.	
14	The Trustee attends College functions to show internal support and to increase his/her knowledge of the organization.	
15	I participate in professional development through the sharing of experiences and ideas with trustees from other institutions at state, regional, and/or national meetings.	
16	The Trustee exercises discretion to protect private Board information and to avoid the appearance of impropriety when socializing with faculty or staff from the College.	
17	The Trustee obtains the support and acceptance of his/her family and/or employer for the amount of time required to be an effective Trustee.	
18	The Trustee becomes actively involved in and supportive of political activity supporting advancement of the mission and/or funding of community colleges at the local, state, and national level.	
19	The Trustee provides advocacy for the College throughout the community.	
20	The Trustee remains in active service only as long as s/he is effective and able to make positive contributions in advancing the agenda of the College.	
21	The Trustee actively participates in debate and dialog on the issues coming before the Board without seeking to dominate the discussion by presenting prolonged points of view.	
22	The Trustee is available for service on the Board committees and committee meetings as needed by the College.	
23	The Trustee retains his/her composure during Board meetings, remains tolerant of the opinions of others, but votes his/her convictions even though they may be unpopular.	
24	The Trustee notifies the President's office when planning to visit the campus for the purpose of talking with students, faculty, or staff.	
25	The Trustee objectively evaluates his/her service as a Trustee at least once a year.	
26	The Trustee refrains from expressing personal opinions outside the Board on issues pending before the Board or anticipated to come before the Board.	

Section 1.000 Board Organization and Structure

Addendum 1.140 c Self-Evaluation of Individual Trustees

This evaluation instrument is intended for use by individual trustees in assessing their effectiveness in addressing the expectations stated in the Board Policy for Individual Trustees.

		EXCEEDS EXPECTATIONS	MEETS EXPECTATIONS	BELOW EXPECTATIONS
1	I participate only in legally called meetings of the Board and its Committees as the vehicle for discussion of matters pending before the Board.	N/A		
2	I insist the Board meetings start on time, are efficiently organized, and effectively chaired.	N/A		
3	I maintain confidentiality on all issues discussed with the Board in executive sessions.	N/A		
4	I strive to represent as broad a cross section of the community as I am capable of representing.			
5	I represent myself as speaking for the Board only when specifically delegated by the Board to do so.			
6	I serve as a spokesperson to represent the needs and interests of the College to the community and to represent the needs and interests of the community to the College.			
7	I understand and articulate the role of the community college as an institution of higher education and community economic development.			
8	I share with members of the community the financial needs of the College and support all efforts to increase local support.			
9	I represent the interests and aspirations of the College and its students rather than simply representing the interests of the taxpayers.			
10	I participate in all scheduled Board meetings, retreats, and other scheduled Board activities with prompt and regular attendance.			
11	I review all materials distributed to the Board in advance of Board meetings so I can participate intelligently in decision making.			
12	I insist that no action be taken on items entered on the agenda for which prior information and advanced notice have not been supplied, except in the case of items presented as emergencies and adequately explained to my satisfaction.			

13	I accept responsibility to take a position of acceptance, modification, or rejection on all matters presented to the Board.	
14	I attend College functions to show internal support and increase my knowledge of the organization.	
15	I participate in professional development through the sharing of experiences and ideas with trustees from other institutions at state, regional, and/or national meetings.	
16	I exercise discretion to protect private Board information and to avoid the appearance of impropriety when socializing with faculty or staff from the College.	
17	I obtain the support and acceptance of my family and/or employer for the amount of time required to be an effective trustee.	
18	I become actively involved in and supportive of political activity supporting advancement of the mission and/or funding of community colleges at the local, state, and national level.	
19	I provide advocacy for the College throughout the community.	
20	I remain in active service only as long as I am effective and able to make positive contributions in advancing the agenda of the College.	
21	I actively participate in debate and dialog on the issues coming before the Board without seeking to dominate the discussion by presenting prolonged points of view.	
22	I am available for service on the Board committees and committee meetings as needed by the College.	
23	I retain my composure during Board meetings, remain tolerant of the opinions of others, but vote my convictions even though they may be unpopular.	
24	I notify the President's office when planning to visit the campus for the purpose of talking with students, faculty, or staff.	
25	I objectively evaluate my service as a trustee at least once a year.	
26	I refrain from expressing personal opinions outside the Board on issues pending before the Board or anticipated to come before the Board.	

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Addendum 1.140 d Evaluation of Board Chair Effectiveness

This instrument is used by individual trustees in evaluating the effectiveness of the Board Chairperson.

		EXCEEDS EXPECTATIONS	MEETS EXPECTATIONS	BELOW EXPECTATIONS
1	The Board Chair exemplifies the roles and responsibilities expected of all members of the Board.			
2	The Board Chair demonstrates a strong commitment to the institution, is knowledgeable about its staff and programs, is aware of its strengths and weaknesses, and effectively represents the needs of the College to the community.			
3	The Board Chair is available for consultation with individual Trustees and assists the Trustees in understanding their roles and responsibilities.			
4	The Board Chair assists individual Trustees in understanding when their conduct potentially creates the appearance of impropriety or conflict of interest.			
5	The Board Chair ensures that all Trustees are involved in their policymaking role.			
6	The Board Chair communicates openly and effectively with all Trustees and works to build trust and mutual respect among all members.			
7	The Board Chair ensures that all Trustees have an opportunity to express their opinions and preferences but prevents meetings from becoming contentious.			
8	The Board Chair helps all Trustees understand and respect the lines between policy and administration.			
9	The Board Chair, in publicly representing the Board, conveys the consensus of the Board on issues of public concern.			
10	The Board Chair maintains an effective and mutually supportive relationship with the President.			