



# Board of Trustees' Self-Evaluation Update Presented by Melanie Wicinski, PhD

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Governance Committee Meeting, June 3, 2020

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# Board of Trustees' Self-evaluation

# Revised Survey

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[http://famucollege1.qualtrics.com/jfe/form/SV\\_3z2Ycq6EPv3PwEZ](http://famucollege1.qualtrics.com/jfe/form/SV_3z2Ycq6EPv3PwEZ)

# Format

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## **Online (Qualtrics)**

### **5 point Rating Scale**

Poor – Superior

### **6 Factors**

- Board Organization, Governance and Leadership (5)
  - Board Relations (3)
  - Policy (3)
  - University Operations and Performance (5)
  - Institutional Sustainability (4)
  - Four (4) Open-ended Questions
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- Includes an open-ended comment box following each factor

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Board Organization, Governance and Leadership					
Retreat	Move collectively as a team	Revised Question		<i>The board operates as a cohesive unit and strives toward a shared vision</i>	<i>The board operates as a cohesive unit</i>
	Is focused and cohesive				
	Ability of board members to work together				
	Clarify the board's role -- create one filter by which the board is evaluated (members are on the same page)				
	board is aligned on what its goals are and its role in managing and improving the performance of the institution				
	Singular focus on improving the overall performance of the enterprise				
Individual	Combine two statements	Revised Question		<i>Board Committees have clear and appropriate responsibilities and effectively assist the board in its work</i>	<i>Board Committees have clear and appropriate responsibilities <u>AND</u> Board committees effectively assist the board in its work</i>

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Individual	Combine two statements	No action taken -- Requested 1st ( <i>The board operates as a cohesive unit and strives toward a shared vision</i> ) and 4th questions ( <i>All board members participate in the decision-making process</i> ) be combined, but they were already combined with others. If combined would be too long.			
Individual	<p>ACCT Question: Board members make decisions after thorough discussion and exploration of many perspectives</p> <p>FSU Question: Are board members adequately informed in order to fully participate in decision making?</p> <p>Responsibilities of committee to educate themselves</p>	Revised Question		<i>All board members participate in the decision-making process, through evaluation of data, discussion and exploration of many perspectives</i>	<i>All board members participate in the decision-making process</i>
AGB (2017)	Develop a renewed commitment to shared governance				

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Retreat	Board leadership encourages all members to use his/her gifts appropriate	Revised Question		<i>The Chair is effective in his /her role (allows all to be heard, delegates responsibility appropriately, is a champion for FAMU in all circles, resolves any conflict, and is well-prepared for meetings)</i>	<i>The Chair is effective in his role (allows all to be heard, delegates responsibility appropriately, and is well-prepared for meetings)</i>
AGB (2017)	Select an effective board chair				
Individual	Add his/her to question				
	Add champion for the university in all circles				
	Effectively resolved conflict				
March 4 Governance Committee Meeting	External Influence	Added Question		<i>Board retains its independence from external and internal stakeholders and acts in the best interest of the institution.</i>	
Individual	Impartial decisions				
	Remove external influence/remain objective				
	Makes tough decisions, does what is best for the university, balanced approach to decision making				
	FSU Question: Clearly defines and protects against conflict of interest for voting members				
AGB (2017)	Establish a strong governance committee	Existing Question		<i>Board committees effectively assist the Board in its work</i>	
AGB (2017)	Delegate appropriate decision-making authority to committees				

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Board Relations					
	Developed new section for questions related to relationships	New Section			
Individual	Clarification of roles of staff and trustees and how communication between the two can be clarified	Added Question		<i>The board has an appropriate level of interaction with administrators who directly report to the board (president, general counsel, president's chief of staff, chief audit executive, and chief compliance officer)</i>	
	Receiving information timely; time to receiving information from staff appropriately				
	FSU Question: Does the board have the appropriate level of interaction with administrators who directly report to the board (president, general counsel, chief audit executive, and chief compliance officer)				
	Opportunities for efficiency relative to liaisons				
AGB (2017)	Cultivate a healthy relationship with president	2 Existing Questions	<i>The board works collaboratively with the President to set annual priorities <b>AND</b> The board's evaluation of the President is comprehensive and provides adequate feedback</i>		
Individual	Works collaboratively with the president				



# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Individual	Include accountability	Revised Question		<i>The board works collaboratively with the President to set and evaluate annual priorities</i>	<i>The board works collaboratively with the president to set annual priorities</i>
Individual	Board chair or entire Board? ( <i>The Board works collaboratively with the President to set annual priorities</i> )?	No Action Taken -- Chair and full Board participate			
Individual	Connection with BOG and BOT agenda items	Added Question		<i>The board is aligned with and/or sets expectations for cooperating with other boards (DSOs, Board of Governors, state and local entities)</i>	
	Strong relationship with BOG				
	How connected is the board to the state legislative body? BOG?				
Individual	Accountability between individuals who have the information and those receiving	Existing Question	The board has an appropriate level of interaction with administrators who directly report to the board (president, general counsel, president's chief of staff, chief audit executive, and chief compliance officer)		

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Policy					
Retreat	Help the university secure resources that fulfill the plan that is in place	Revised Question		<i>The board advocates for and defends FAMU with external stakeholders (elected officials, BOG, etc.)</i>	<i>The board advocates for and defends FAMU</i>
Retreat	Politically savvy with elected officials and governing boards				
Individual	Question should be clarified	Revised Question		<i>The board understands its policy role and the roles of the president, staff, and faculty</i>	<i>The board has clarified its policy role and the roles of the president, staff, and faculty</i>
	Agenda items are appropriate -- policy/procedure, not operational				
Retreat	Ability to hold selves and the institution accountable for its performance metrics	Existing Question		<i>The board works collaboratively with the President to set annual priorities</i>	
Individual	Accountability -- President				
Individual	Accountability -- Board (if Board members don't follow through, how is it handled?)	No Action Take -- Policy rather than survey			

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Individual	Accountability -- supporting the institution and policies are carried out (self and system)	Existing Questions	<i>The board operates as a cohesive unit and strives toward a shared vision <b>AND</b> All board members participate in the decision-making process, through evaluation of data, discussion and exploration of many perspectives <b>AND</b> The board is aligned with and/or sets expectations for cooperating with other boards (DSOs, Board of Governors, state and local entities), etc.</i>		
Individual	Accountability and efficiency: Focus on scorecards and consistent processes -- succession planning. Baseline consistent metrics shared regularly -- document so that processes can be consistent	No Action Taken -- Policy rather than a question			

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
University Operations and Performance					
Individual	Which goals? Accountability reporting, sustainability , etc. (The Board participates appropriately in the process of defining vision, mission, and goals )?	Revised questions		<i>The Board participates appropriately in the process of defining vision, mission and goals (accountability reporting, sustainability reporting, etc.)</i>	<i>The Board participates appropriately in the process of defining vision, mission and goals</i>
Individual	Clarify Question	Revised Question		<i>The board has a shared understanding of the strengths, challenges and priorities of FAMU and is proactive in using this knowledge to build a strong university for the future</i>	<i>The board is knowledgeable about FAMU programs that impact the mission</i>
	Building a strong University for the future				
	FIU Question: The board's work has a real and positive impact on the institution				
	Ability to be strategic in advance				
	Question unclear				
AGB (2017)	Provide appropriate oversight of academic quality	Added Question		<i>The board evaluates the effectiveness and provides appropriate oversight of academic programs</i>	
Individual	Include academic quality aspect				
	Quality of Programs (special committees)				
	Academic Programs (The board has a system to evaluate effectiveness of the educational programs of the university )				
Individual	Include academic quality (licensure pass rates, etc.) (The board provides appropriate oversight of academic quality )				

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Individual	Board's ability to be agile -- as needs arise, does what is in the best interest of the university	Existing Questions	<p><i>The board retains its independence from external and internal stakeholders and acts in the best interest of the institution (Board Organization, Governance and Leadership) <b>AND</b> The board has a shared understanding of the strengths, challenges and priorities of FAMU and is proactive in using this knowledge to build a strong university for the future (University Operations and Performance)</i></p>		

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Institutional Sustainability					
March 4 Governance Committee Meeting	Fundraising (Fund Development)	Added Question		<i>The board actively supports and strengthens the university's foundation and fundraising efforts.</i>	
Individual	The Board actively supports and strengthens the university's foundation and fundraising efforts -- more frequent reporting and transparency	No Action -- outcome to be relayed for consideration by President/Board			
AGB (2017)	Uphold basic fiduciary principles	4 Existing questions (Institutional Sustainability)			
Individual	Identification of core functions	4 Existing questions (Institutional Sustainability)			
Individual	FSU Question: Does the board review and approve the budget, institutional funding requests, and debt management?	Existing Question	<i>The budget review process allows the board to ensure that the budget reflects the mission and priorities of FAMU</i>		

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Board Education					
Individual	Succession planning: are there formal or informal roles or pipelines for identifying new members?	No Action Taken -- For discussion of the board			
Retreat	Succession planning and building goals/expectations that carry beyond tenure	2 Existing Questions	<i>New members receive a comprehensive and effective orientation to the Board and the University AND The Board complies with established ongoing development/training requirements</i>		
Retreat	Build skills matrices -- to fill new positions, etc. to ensure diversity and skills are addressed				
Individual	Add "Comprehensive" to question	Added Question		<i>New members receive a comprehensive and effective orientation to the Board and the University</i>	<i>New members receive an orientation to the Board and the University</i>
	Add "Effective" to question				
	Development of a more comprehensive, deliberate orientation -- ensure there is a strong onboarding process				
Individual	Question unclear	Revised Question		<i>The Board complies with established ongoing development/training requirements</i>	<i>The Board has an ongoing program of development</i>
	More communication regarding availability of trainings				
	FSU Question: Do board members have sufficient opportunities for ongoing education about their duties and responsibilities?				

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Individual	Availability of a Contact List	No Action -- Outcome to be relayed for training			
	Include training on fiduciary responsibilities				
	Clarification of sub-committee responsibilities				
Individual	Remove board evaluation question (redundant)	No Action Taken -- Question remained as it was not redundant to any other question in the survey			
	Keep board evaluation question				
Individual	Stay abreast of higher education issues to support FAMU	Added Question	<i>The board stays abreast of local, state, and national higher education issues to support FAMU</i>		



# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Open-ended Questions					
Individual	Remove demographic questions	Removed 2 Questions			Gender <b>AND</b> Years of Service removed.
	Liked all open-ended questions	No Action Taken -- Majority liked open-ended questions with minor changes			
	Remove first question				
	Likes improvement open-ended question				
Change 3rd question to reference "What would help me be a more effective board member?"					
Individual	Likes areas of improvement question	Revised Question		<i>Please provide your suggestions regarding how can the BOT improve performance in alignment with its roles and responsibilities.</i>	<i>In your opinion, how can the BOT improve performance in alignment with its roles and responsibilities?</i>
	"Particularly" likes the improvement question				
	What are areas of improvement for the Board?				
	Reword improvement question				
Individual	Keep accomplishments question				

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Other Comments					
Retreat	SMART goals	No Action Taken -- The Board has no stated goals. Outside the scope of this project to add them.			
Individual	Include Board Goals				
	Pre-post survey for discussion by committee to set goals				
	List current priorities				
	List priorities for the next 3 years				
	Is board accomplishing what they value?				
	The board establishes and follows through on institutional goals				
	FSU Question: The board establishes goals that are consistent with the university mission				
Retreat	Remove bottom/top three items	Removed 2 Questions			<i>In your opinion, what are the <b>top three strengths</b> of the Board? <b>AND</b> In your opinion, what are the top three opportunities (i.e., weaknesses) of the Board?</i>
AGB (2017)	Focus on Accountability	Inclusion in multiple questions	Throughout the survey, includes, president, board, board committees, supporting staff, etc.		
Individual	Add comments under each section	Added			

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Individual	5 point scale acceptable (multiple comments)	No Action Taken			
Individual	Likes survey overall	No Action Taken			
	Draft is comprehensive				
	Likes organizational structure				
Individual	Links to Manual, Orientation, etc.	Possible to add			
Individual	Procedures and Board Manual (include date of last review)				
Individual	Board and President not capitalized	Corrected in document			
Individual	How effective is the overall board in completing its overall tasks?	No Action Taken -- overall statement, included throughout the survey			

# Revisions

Location	Point of Discussion	Action Taken	Existing Question	Added Question	Deleted Question
Individual	Strong advocacy for the university -- policy and advocacy	In multiple questions	<p><i>The Chair is effective in his/her role (allows all to be heard, delegates responsibility appropriately, is a champion for FAMU in all circles, resolves any conflict, and is well-prepared for meetings)</i></p> <p><b>AND</b> <i>The board advocates for and defends FAMU with external stakeholders (elected officials, BOG, etc.)</i> <b>AND</b> <i>The board actively supports and strengthens the university's foundation and fundraising efforts</i></p>		

# Self-Survey

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<b>Due Date</b>	<b>BOT Survey Timeline</b>
July 1, 2020	The BOT Liaison will send the self-assessment survey link to the Board of Trustees.
July 15, 2020	Board members will complete the self-assessment survey.
July 16-27, 2020	The University's Office of Assessment will analyze the assessment and draft a report, which will be disseminated to the BOT.
July 29, 2020	The self-assessment report will be provided to Trustees. (7 days before retreat)
August 5-6, 2020	The Governance Committee will recommend next steps that should be addressed, as a result of the self-assessment survey.

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# Any Questions?



***“At FAMU, Great Things are Happening Every Day!”***