



October 24, 2018

**TO:** THE DISTRICT BOARD OF TRUSTEES  
OF VALENCIA COLLEGE

**FROM:** SANFORD C. SHUGART  
President

**RE:** THE DISTRICT BOARD OF TRUSTEES 2018 BOARD SELF-EVALUATION

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), as the accrediting agency for Valencia College, requires Boards to define and regularly evaluate their respective responsibilities and expectations (*See, SACSCOC Principles of Accreditation, Section 4(2)(g)*). In accordance with SACSCOC requirements, the members of the District Board of Trustees have completed the 2018 Board Self-Evaluation instrument, and as per Board request, members of the College's senior staff completed the instrument to offer staff perspectives. The attached summary of the results of the 2018 Board Self-Evaluation reflect input from all nine members of the District Board of Trustees, as well as from eight members of the senior staff of the College. The summary is presented for Board consideration and discussion, with goals of:

- identifying areas for improvement;
- achieving a better understanding of what members expect from themselves and each other to perform as an effective Board;
- identifying strategies to enhance Board performance; and
- gaining awareness of noteworthy strengths and characteristics.

**RECOMMENDED ACTION:**

The President recommends that the District Board of Trustees of Valencia College acknowledge and accept the results of the District Board of Trustees 2018 Board Self-Evaluation, as presented.

\_\_\_\_\_  
President 

**2018 BOARD SELF-EVALUATION  
THE DISTRICT BOARD OF TRUSTEES OF VALENCIA COLLEGE**

5 = Excellent 4 = Above Average 3 = Average 2 = Below Average 1 = Unsatisfactory 0 = Don't Know	DBOT AVERAGE RATING	STAFF AVERAGE RATING
	(TOTAL DBOT POINTS)	(TOTAL STAFF POINTS)
<b>1. BOARD ORGANIZATION AND GOVERNANCE ROLES</b>		
<ul style="list-style-type: none"> <li>The Board operates and speaks as a unit.</li> </ul>	4.9  (44)	4.8  (39)
<ul style="list-style-type: none"> <li>Board members uphold final majority decisions.</li> </ul>	4.9  (44)	4.8  (39)
<ul style="list-style-type: none"> <li>Board members are prepared for meetings.</li> </ul>	4  (32) 1 "don't know"	4.2  (30) 1 "don't know"
<ul style="list-style-type: none"> <li>The Board is adequately informed and deliberative prior to taking action.</li> </ul>	4.5  (36) 1 "don't know"	4.8  (34) 1 "don't know"
<ul style="list-style-type: none"> <li>The Board understands its roles and responsibilities.</li> </ul>	4.5  (41)	4.6  (37)
<ul style="list-style-type: none"> <li>During Board meetings, members participate in a collegial and professional manner.</li> </ul>	5  (45)	4.9  (39)

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<ul style="list-style-type: none"> <li>The Board has clarified the difference between its policy/strategy role and the administrative/operational roles of the President and staff.</li> </ul>	4.9  <i>(44)</i>	4.9  <i>(39)</i>
<b>2. FOCUS ON COLLEGE MISSION AND STRATEGY</b>		
<ul style="list-style-type: none"> <li>The Board is knowledgeable about the mission and purposes of the College.</li> </ul>	4.8  <i>(43)</i>	5  <i>(40)</i>
<ul style="list-style-type: none"> <li>The Board makes decisions in terms of what is best for students and the community.</li> </ul>	5  <i>(45)</i>	4.9  <i>(39)</i>
<ul style="list-style-type: none"> <li>The Board maintains a future-oriented, visionary focus in board discussions.</li> </ul>	5  <i>(45)</i>	4.6  <i>(37)</i>
<b>3. BOARD-PRESIDENT RELATIONSHIP</b>		
<ul style="list-style-type: none"> <li>The Board and President have a positive, cooperative relationship and work together effectively to promote the College's mission and to develop and implement the College's strategy.</li> </ul>	5  <i>(40)</i> 1 "don't know"	5  <i>(40)</i> 1 "don't know"
<ul style="list-style-type: none"> <li>The Board has clear protocols for communicating with staff that include the President.</li> </ul>	4.8  <i>(44)</i>	4.7  <i>(38)</i>

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<b>4. FINANCIAL HEALTH OF COLLEGE/FISCAL OVERSIGHT</b>		
<ul style="list-style-type: none"> <li>The Board is adequately informed of and understands the fiscal condition of the College.</li> </ul>	4.6  (42)	5  (40)
<ul style="list-style-type: none"> <li>The Board understands the financial audit process and subsequent recommendations (if any).</li> </ul>	4.3  (39)	5  (35) 1 "don't know"
<ul style="list-style-type: none"> <li>The Board is satisfied with the sufficiency of College Internal controls over expenditures, as well as checks and balances necessary to prevent errors, fraud, and abuse.</li> </ul>	4.5  (36) 1 "don't know"	4.8  (24) 3 "don't know"
<ul style="list-style-type: none"> <li>The Board is engaged and informed with respect to the College's major procurement and construction activities.</li> </ul>	4.5  (41)	5  (40)
<b>5. INSTITUTIONAL PERFORMANCE</b>		
<ul style="list-style-type: none"> <li>The Board is sufficiently informed on matters of teaching and learning, and student success.</li> </ul>	4.5  (41)	4.7  (33) 1 "don't know"

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<ul style="list-style-type: none"> <li>The Board is appropriately informed about academic programs, college results with respect to relevant performance measures, and partnerships with outside Institutions and entities.</li> </ul>	4.6  (42)	4.5  (32) 1 "don't know"
<ul style="list-style-type: none"> <li>The Board is committed to diversity, inclusivity, and equal opportunity in College programs, services, and employment.</li> </ul>	4.8  (44)	4.8  (39)
<ul style="list-style-type: none"> <li>The Board understands the operational audit process and subsequent recommendations (if any).</li> </ul>	4.4  (40)	5  (30) 2 "don't know"
<ul style="list-style-type: none"> <li>Board members are informed about the results of internal and external audits in a meaningful and timely manner.</li> </ul>	4.4  (40)	4.8  (29) 2 "don't know"

**2018 BOARD SELF-EVALUATION  
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	DBOT COMMENTS	STAFF COMMENTS
<b>A. WHAT STRENGTHS DID THE BOARD DEMONSTRATE THIS PAST YEAR?</b>	Focus together on student opportunity and outcomes – start up Poinciana Campus and implementation of Downtown Orlando Campus with UCF.	Open dialogue on issues and opportunities the College is working on.
	Analyze and question new expenditures and capital improvements.	This board is laser focus on the college mission – i.e., Poinciana Campus – and their support.
	This Board appropriately restricts its discussions to higher-level policy issues and leaves the administration of Valencia College to the administrators.	The board has the ability to ask probing questions about programs, financial matters, with Valencia.
	The Board has been keenly committed to providing a vision-oriented approach to growth and progress. The Board has championed additional degrees, increased security and technology. I am also proud the Board continues to support staff & salary increases.	I truly appreciate our board members’ deep commitment to and enduring relationship with Valencia.
	Willingness to get into details/lengthy meetings; passion for Valencia’s mission and students.	The board is consistently well informed, well prepared, and knowledgeable about the mission of the college.
	The power of unity and working as one.	Discussion and decisions are appropriate to governance and strategy. (no micro-management).
	Working cohesively with the best interest of our students. Maintain cost of school to make it easier for our students.	Renewal of focus on the learning agenda. Advocacy for sustaining affordable practices that lead to low cost for students.
	Being new, I can’t comment on this.	
	Keep tuition low. Faithfully attend meetings.	

**2018 BOARD SELF-EVALUATION**  
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	DBOT COMMENTS	STAFF COMMENTS
<b>B. WHAT ARE THE BOARD’S GREATEST ACCOMPLISHMENTS FROM THE PAST YEAR?</b>	Poinciana Campus startup and Downtown Strategy implementation. No tuition increase again for students. Support and recognition of our outstanding administration, faculty and students. Graduation!	Renewal of focus on the learning agenda. Advocacy for sustaining affordable practices that lead to low cost for students.
	Expanding key offerings: Nursing, tech classes & construction, etc. More vocation. Expanding facilities UCF, Poinciana to reach more students.	Being unified – working with the President – sends clear message to faculty and staff.
	Downtown Valencia/UCF Campus planning.	For the seven years I’ve been here, they have in an orderly manner, performed the transition of leadership effectively and smoothly. Additionally, this board and its leadership show up when needed and perform superbly.
	The Board has been keenly committed to providing a vision-oriented approach to growth and progress. The Board has championed additional degrees, increased security and technology. I am also proud the Board continues to support staff & salary increases.	Consideration and approval of Creative Village Downtown Campus, successful college performance (Gold Status) after multiple years of level tuition.
	The opening of the Poinciana Campus, the downtown project we have a partnership with UCF and the growth of our fire and safety program.	Helping to shepherd the creation of the Downtown Campus.
	Cooperation with the administration of very smooth long-term planning of key top administration positions.	Supporting the opening of the Poinciana Campus. Establishing groundwork for the Downtown Campus. Supporting expansion of accelerated training.
	Being new, I can’t comment on this.	Resource allocation aligns to a complex mission and strategy.

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	<b>DBOT COMMENTS</b>	<b>STAFF COMMENTS</b>
<p><b>B. WHAT ARE THE BOARD’S GREATEST ACCOMPLISHMENTS FROM THE PAST YEAR? (Continued)</b></p>	<p>No tuition increase. Add campuses. Support staff.</p>	<p>Oversight for Poinciana Campus fiduciary and financial matters. Oversight for new/incipient Downtown Campus fiduciary and financial matters. Directing the college to include: strategic objectives for closing student performance gaps by race and ethnicity.</p>
<p><b>C. WHAT WERE THE MOST IMPORTANT MATTERS OF CONSEQUENCE CONSIDERED OR DISCUSSED BY THE BOARD THIS PAST YEAR?</b></p>	<p>Students’ outcomes and matriculation rates, budget and maintaining flat tuitions, long-term strategies in making college more accessible and affordable, expansion of technical education for immediate improvement in job opportunities and pay.</p>	<p>Approval of the Downtown Campus.</p>
	<p>What do students need? Maintain cost. How do we improve graduation rate.</p>	<p>Guiding the college through significant growth – expanding programs and affairs – while dealing with significant budget restraints.</p>
	<p>Downtown Valencia/UCF campus planning.</p>	<p>There are so many but perhaps some of the most important has been the expansion of the system to include a new Poinciana Campus, and the innovative UCF/Valencia Downtown Campus.</p>

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	<b>DBOT COMMENTS</b>	<b>STAFF COMMENTS</b>
<b>C. WHAT WERE THE MOST IMPORTANT MATTERS OF CONSEQUENCE CONSIDERED OR DISCUSSED BY THE BOARD THIS PAST YEAR? (Continued)</b>	Retention of students. Enrollment stats validating Lake Nona & Osceola campuses. Growth of UCF/Valencia Partnership.	Continued concentration on affordability. Long-term planning to serve a growing population. Support of the growth in career and technical education. Regional economic development.
	Valencia College as a role model for student success and steady and needed expansion of the number of Valencia College campuses.	Discussion of strategies to increase college-going rates within our service district. Discussion of how to best serve working adults through accelerated training programs.
	2018/2019 budget, particularly under constraints of no tuition increase. Approving harassment policy put forth by President and Faculty.	Risk management. Student success. Resource allocation.
	The budget is always an important matter.	Fiscal-state-level allocation. Revenue sources. Student performance outcomes/student success agenda/education attainment levels/college-going rate. Poinciana Campus. Downtown Campus.
	No tuition increase. New campuses.	
<b>D. WHAT ARE THE PRIMARY ATTRIBUTES THAT MADE BOARD MEETINGS SUCCESSFUL?</b>	Respect for each other, attention to agenda items, preparation.	Dr. Carlson maintained a positive and organized meeting that resulted in addressing all needs of the College.
	Everyone has a voice. Everyone receives information ahead of time.	The Board meets as a unit – and does not meet to the audience.

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	DBOT COMMENTS	STAFF COMMENTS
<b>D. WHAT ARE THE PRIMARY ATTRIBUTES THAT MADE BOARD MEETINGS SUCCESSFUL? (Continued)</b>	Professional demeanor of Board members. Willingness of Board members to contribute their time to Valencia College.	Cooperative and collaborative environment.
	Well organized/well run. Transparency of President and staff. High level of Board engagement.	Members asked good questions in a timely manner. Very collegial and inclusive approach to governance.
	Highly organized. Student connection & mission moment. IPads with pre-loaded docs to minimize paper.	A cooperative attitude and a willingness to listen as well as being heard.
	The College makes sure all Trustees have everything that is needed before meeting so we can make the right recommendations or decisions.	Focus on students and community combined with discussions appropriately at the policy level.
	Excellent decision-making.	Collegial participation. Good questions.
	Positive energy, staff interaction, and being prepared.	Cordial relationships between board members and the President. Cordial relationships among the board members. Strong agendas.
	Agenda in advance. Very competent staff reports.	
	<b>E. WHAT ARE THE PRIMARY BOARD ATTRIBUTES (WORKING AS A UNIT) THAT NEED IMPROVEMENT?</b>	Get everyone there on time; eliminate distractions, e.g. cellphone use during meetings.
	We now have many new board members so there is a learning curve. Seasoned board members can assist in making them feel welcomed & assist in learning curve.	Continued work as individuals with Governor's office on Board continuity.

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<b>E. WHAT ARE THE PRIMARY BOARD ATTRIBUTES (WORKING AS A UNIT) THAT NEED IMPROVEMENT? (Continued)</b>	Continued opportunities for social gatherings to support the college would be helpful.	Ensure as much as possible full attendance/and/or quorums at all times.
	Continued dedication to deeper knowledge of the broad aspects of Valencia College.	Timely attendance and commitment to stay through the entire meeting.
	We are a united board.	New members simply growing in knowledge surrounding role and responsibilities; they're all "on target" and remarkably gifted.
	None.	Long-term stability of the board membership.
	None noted.	
	More education.	
<b>F. AS A TRUSTEE, I NEED MORE INFORMATION (OR HAVE CONCERNS) ABOUT:</b>	Nothing.	
	We need to continue to work on textbook cost. Continue to work on retention of students and graduation within 2 years.	
	Instability caused by the terms of Trustees consistently being in limbo, i.e., neither timely extended nor timely replaced with new Trustees.	
	I would like more information on the events, opportunities and/or meetings I should be attending as a board member.	
	None noted.	
	None.	
	Nothing.	
	Financials & sustainability of VC. Being so new, it is more about my lack of knowledge and not a fault to anyone.	

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	DBOT COMMENTS	STAFF COMMENTS
<p><b>G. AS A TRUSTEE, I SUGGEST THE FOLLOWING TO IMPROVE THE OPERATION OF THE BOARD:</b></p>	<p>Get everyone to Board meetings on time. Eliminate distractions and try to move through the agenda so we adjourn by 11-11:30 to prevent people from having to leave the meeting early.</p>	
	<p>Continued information on new programs. Opportunities to connect with students so we can learn from them as well.</p>	
	<p>To implement a solution to the suggest in E. above, I'd be interested in deepening key knowledge of Valencia College by attending (without the hassle of registering) a few hours of classes of particular interests to a given Trustee. My particular interests include: History of the Fertile Crescent; Homo Deus type futuristic issues; is the success of Central Care mission scalable.</p>	
	<p>For new members – an orientation that includes scheduled tour visits, and meetings with key leaders – listing of key events to attend/participate in each year.</p>	
	<p>None.</p>	
	<p>None noted.</p>	
	<p>None for now.</p>	
	<p>Schedule meetings with us to speak about different projects happening before the BOT meetings, so we are more prepared.</p>	