



Evaluating the Board

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Evaluation

- A tool for continuous improvement
- A method of demonstrating leadership through example (If you can't prove you are good at governing yourselves, how are you going to prove you are good at governing the organization?)
- A method of re-focusing the board
- A means to improving relationships
- Use it to inspire the future rather than re-hash the past
- Consider it routine maintenance

Evaluation

- Must be made against agreed upon standards
- The standards must be written into policy
- Do not use a standard form
- Evaluate yourself as a board
 - May be led by chair or vice chair
- Frequent (e.g., every meeting) even crude evaluation is better than once a year more formal evaluation
- Accept any reasonable interpretation of the standard
- Avoid all or nothing thinking, e.g., pass-fail
- Usually involves small mid-course corrections and/or tweaking the policy
- May also do a yearly annual evaluation

Evaluate Against the Governance Process Standards

- Do we know who our owners are? How well are we representing their interests?
 - Do we meet with our owners?
 - Do we determine the interests of our owners?
 - Do we govern only through making policy?
 - Did we do any of this at today's board meeting?

Evaluate Against the Governance Process Standards

- Do we govern with
 - Outward vision rather than internal preoccupation?
 - Discussion that encourages a diversity of voices?
 - Decisions that speak with one voice, i.e., treat 3-2 votes the same as 5-0 votes?
 - Strategic leadership rather than administrative detail?
 - Collective decisions rather than individual decisions?
 - Proactive stance rather than reactive stance?
 - How did we do at today's board meeting in these regards?

Evaluate Against the Governance Process Standards

- Do we have a written policy that requires us as board members to behave lawfully, ethically, and businesslike?
 - Do we have a written code of ethics? Do we follow it?
 - Do we have a written code of conduct? Do we follow it?
 - Do we hold each other accountable for our behavior?
 - Does the chair of the board hold us accountable for our behavior?
 - How did we behave at today's board meeting?

Evaluate Against the Board-President Delegation Standards

- Is the only official connection the board has to the college through the president?
 - The board chair did not give direction to the president.
 - No board member gave direction to the president
 - No board member gave direction to any other member of the college.
 - When the board gave direction to the president, it only did it through policy
 - How did we as a board follow this standard at today's board meeting? How did we do in between board meetings since our last board meeting?

Evaluate Against the Board-President Delegation Standards

- Have we determined the results we want for our college based on owner interests?
 - Have we reviewed these END policies recently?
 - Have we determined that these results are being attained?
 - Did we do any of this at today's board meeting?
- Have we made explicit written policy that specifies to the president those actions we will not stand for?
 - Have we reviewed these executive limitations policies recently?
 - Have we determined that these limitations are being followed?
 - Did we do any of this at today's board meeting?

Evaluate Against the Board-President Delegation Standards

- Have we only evaluated the president against our END (results) policy and our Executive Limitations (prohibitions) Policy.
 - Have we acted in accordance with the principle that presidential accomplishment is indistinguishable from organizational accomplishment?
 - Have we refrained, either directly or indirectly, from evaluating other members of the organization?
 - Were we consistent with this standard during today's board meeting?