

**A Monitoring Report on  
A Plan to Evaluate Governance and Administrative Structures and Processes**

**Submitted to the Higher Learning Commission of the  
North Central Association of Schools and Colleges**

**by**

**Hocking College, Nelsonville, Ohio**

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### **Background**

Following the Higher Learning Commission's (HLC) comprehensive visit in November 2011, Hocking College was asked to submit four monitoring reports to address recommendations outlined in the Assurance Section of the visiting team's *Report of a Comprehensive Evaluation Visit*. In regard to compliance with Minimum Expectation 1.8, the visiting team recommended a monitoring report to articulate "a plan to evaluate college governance and administrative structures and processes."

The four reports were submitted in August 2012. Unfortunately, the report articulating a plan to evaluate college governance and administrative processes was found to be unsatisfactory. It is the College's hope that this second submission will more closely address the components articulated by the visiting team, and will provide greater detail about the significant actions taken by the College in meeting Minimum Expectation 1.8.

In their report, the visiting team made the following observations:

*The College does not have the capacity to develop effective governance structure on its own. The College must engage outside resources to assist with developing administrative structures and processes for the Board to effectively govern. This new structure must include an opportunity for shared governance to develop and flourish, and should include a regular evaluative process for the Board and administration to improve quality, such as Key Performance Indicators and a mechanism for the Board to set goals and develop measurements to determine adequate progress on these goals (self-evaluation) . . . . This report will also address processes to improve communication between the Board, the President and the College.*

The team advised that the plan to evaluate governance and administration should include the following elements: (a) reviews of all committees; (b) a regular review of Board policies; (c) a self-evaluation process for the Board; (d) a process for an annual review of the president; (e) shared governance between faculty and administration; (f) promotion of effective communication structure; and (g) plans for the Board and the president to improve communication and operational styles.

### **Creating and Implementing the Plan**

The attached plan describes a set of related activities, which were aimed at meeting four major goals: (1) to improve the overall effectiveness of the Board in carrying out its responsibilities; (2) to develop processes by which the Board can evaluate its own performance and that of the president; (3) to create a pervasive, institutional environment of shared governance through participatory decision making; and (4) to encourage open and supportive communication between the Board, the President and the campus community. In each of these areas, significant progress has been made, and is highlighted in the following tables. Supporting documentation is also made available in the appendices, wherever applicable.

*Goal 1: To improve the overall effectiveness of the Board in carrying out its responsibilities.*

<b>Objective</b>	<b>Actions</b>	<b>Supporting Documentation</b>
a) To identify roles and responsibilities of the Board and the College administration	<i>February 2012:</i> Reconstituted Board participates in full-day retreat, facilitated by Association of Community College Trustees (ACCT) and aimed at defining respective roles and responsibilities of both Board and president	<i>Appendix A:</i> Summary Report of ACCT Workshop
b) To participate in ongoing professional development offerings aimed at defining the Board's role in policy governance	<p><i>October 2011:</i> Board Chairman and president attend ACCT's National Congress in Dallas, Texas</p> <p><i>April 2012:</i> Two trustees and president attend second Governance Institute on Student Success (GISS) in Columbus, Ohio</p> <p><i>November 2012:</i> Six trustees attend the <i>Complete College Ohio</i> conference in Columbus, Ohio, addressing new emphasis on college completion rates</p> <p><i>November 2012:</i> Annual autumn Board retreat held to review College's strategic plan and operational goals in academic and student affairs, finance, operations, marketing, and informational technology</p> <p><i>November 2012:</i> All trustees participate in Ethics training event sponsored by Ohio Attorney General's office</p>	<p><i>Appendix B:</i> GISS Conference Agenda</p> <p><i>Appendix C:</i> Complete College Ohio Conference Agenda</p> <p><i>Appendix D:</i> 2012 Autumn Board Retreat Agenda</p>
c) To establish protocols for Board and college policy formulation, approval, review and revision	<p><i>September 2011:</i> A College Policies and Procedures Committee (CPPC) is formed under directive from the President, with Vice Presidents of Operation, Finance and Academic and Student Affairs identified as members.</p> <p><i>January 2012:</i> CPPC membership is expanded to include CIO and Director of Institutional Research.</p> <p><i>February 2012:</i> Board policies are defined as those to be created when required by Ohio Revised/Administrative Code (ORC/OAC) and/or Board by-laws.</p>	

*Goal 2: To develop processes by which the Board can evaluate its own performance and that of the College president.*

<b>Objective</b>	<b>Actions</b>	<b>Supporting Documentation</b>
a) To identify potential aspects of Board operations in need of improvement efforts	<i>April 2012:</i> Board of Trustees complete a self-evaluation provided through the Association of Community College Trustees (ACCT)	<i>Appendix E:</i> 2012 Board Self – Evaluation Summary
b) To fulfill its responsibilities in evaluating the performance of the College president	<p><i>May 2012:</i> All trustees complete presidential evaluation instrument, with results summarized by Association of Community College Trustees (ACCT)</p> <p><i>July 2012:</i> President produces self-evaluation, based on current status of each major initiatives articulated in the 2010-2015 Strategic Plan</p> <p><i>August 2012:</i> New three-year contract is negotiated between Board and president</p>	<p><i>Appendix F:</i> Board’s Presidential Evaluation Summary</p> <p><i>Appendix G:</i> Presidential Self-Evaluation Summary</p>
c) To establish a set of key performance indicators to assist in evaluating the president’s leadership and institutional progress	<i>November 2012:</i> Board reviews and approves “Presidential Report Card” summary of key performance indicators; evaluation of results will be included in annual performance review of president	<i>Appendix H:</i> Presidential “Report Card” Summary of Key Performance metrics

*Goal 3: To create a pervasive, institutional environment of shared governance through participatory decision making.*

<b>Objective</b>	<b>Actions</b>	<b>Supporting Documentation</b>
a) To promote participation of both staff and faculty in standing committees	<i>September-November 2012:</i> Comprehensive roster of all current and proposed standing committees is created, and survey is later distributed to all campus employees to solicit participation. Seventy-five responses are received for 13 committees	<i>Appendix I:</i> Survey Results of Committee Participation Survey
b) To increase interactions between the Board, administration, internal constituent groups, and the public	<i>October 2011:</i> Monthly Board meeting agenda is amended to provide for the invitation of public comment. Interested parties are invited to submit requests in writing before each month’s agenda is finalized	<i>Appendix J:</i> October 2011 Board of Trustees meeting minutes

*Goal 4: To encourage open and supportive communication between the Board, the president and the campus community.*

<b>Objective</b>	<b>Actions</b>	<b>Supporting Documentation</b>
c) To respond to Board requests for information in a timely and accurate fashion	<i>September 2012:</i> Monthly pre-Board planning sessions are scheduled between new Board Chairman and president to address questions or concerns raised by trustees	NA
d) To establish clear lines of communication and response between the Board and the administration	<i>February 2012:</i> Trustees and president agree that all inquiries and information should be channeled between the president and the Board Chairman	NA
e) To promote trustee involvement in college events, gatherings and celebrations	<i>October 2012:</i> College launches mobile application to make access to College website and events calendar more available to trustees and other audiences	NA

### **Anticipated Actions for 2013**

In addition to the activities and actions described above, several other related efforts are currently planned for early 2013:

- 1) Plans will be made for another Board Governance Retreat to be held with the full Board membership, with facilitation by Dr. Narcisa Polonio of the Association of Community College Trustees (ACCT). Topics for discussion will include the establishment of annual performance goals for the Board itself, based on the standards and results summarized in the self-evaluation instrument used by the Board in 2012.
- 2) The “President’s Report Card” rubrics will continue to be reviewed for possible additional indicators to be included. Currently, best practices are being examined to provide an additional measure of deferred maintenance of the college facilities.
- 3) Shared decision-making will be a featured topic of the Spring Learning Day in February 2012 for all employees, with an invitation to the campus community to review and provide comment on a proposed amendment to our current Institutional Values statements that addresses a common definition of shared governance and participatory decision-making.
- 4) A campus-wide survey of employee engagement will be conducted, with results to be analyzed and recommendations for possible improvement efforts made by the new Campus Climate Committee, one of several new advisory committees to be established in early 2013.
- 5) An interactive policy website will be launched, which will serve as a centralized repository of both policy and all related procedures. These will be cross-referenced to all other existing employee handbooks and bargaining unit agreements for consistency in application. A Policy

Advisory Committee, chaired by the Director of Institutional Research, will be established to oversee the regular review and possible amending of all policy and procedural language.

### **Conclusion**

The actions and activities described in this monitoring report represent a sincere and ambitious effort by both the Hocking College Board of Trustees and the college's leadership team to bring the institution into full compliance with Minimum Expectation 1.8, "The institution evaluates its governance and administrative structures and processes regularly." The College and its Board of Trustees are proud of the advancements described within this report, and are dedicated to seek out additional ways to enhance and enshrine a spirit of shared governance and open communication throughout the entire institution.