

December 6, 2005

SUBJECT: Mid-Year Informal Evaluation of College President

PROPOSED ACTION

That the Board of Trustees conduct a mid-year informal evaluation of the College President.

RELATED BOARD POLICY OR PLANNING DIRECTIVE

This item is consistent with Board Policy B-2, Duties and Responsibilities, Board of Trustees.

RATIONALE

It is appropriate for the Board to conduct a mid-year informal evaluation with the College President as provided in Board Policy B-2, Duties and Responsibilities, Board of Trustees.

BUDGETARY CONSIDERATION

None.

RESOURCE PERSONNEL

Dr. Stephen B. Kinslow, College President

ATTACHMENT(S):

Attachment A: Board Policy B-2, Duties and Responsibilities, Board of Trustees

Attachment B: Group C Board Policies

Attachment C: President's Goals – FY06

POLICY GROUP C: COLLEGE OPERATIONS

C-1. GENERAL EXECUTIVE DIRECTIVES AND LIMITATIONS

[1] The President shall cause to be taken those actions that are needed to carry out the mission of the College within the limits of Board policy and directives, and shall accordingly:

- [a] cause an effective instructional program to be offered implementing the college mission;
- [b] develop and maintain public plans that are adequate to guide and coordinate the development of the college;
- [c] maintain a reporting and analysis system that supplies appropriate information about the scope, effectiveness, and efficiency of college operations;
- [d] maintain, with appropriate consultation, administrative rules and procedures sufficient for the proper operation of the college.

[2] The President shall not permit imprudent, wasteful, or unethical practices by college employees or contractors related to their ACC work, such as any practice that:

- [a] is contrary to applicable laws, regulations, or Board directives;
- [b] results in the mistreatment of people;
- [c] wastes the resources of the students, employees, college, community, or taxpayers;
- [d] provides inaccurate or misleading information about college operations.

C-2. COLLEGE ORGANIZATIONAL PRINCIPLES

A. College Unity

Austin Community College is a single college with multiple campuses and teaching sites, not a multi-college system. All employees, especially those with management responsibility, shall act to support the unity of the College by aligning their activities with the directives of the College's chief officers, by seeking what is best for the whole College rather than exclusively for a particular sector, and by fostering cooperation. College officers shall be supportive of each other and shall act in support of Board and Presidential directives.

In the implementation of this policy, the administration shall ensure that students can receive services and have instructional issues settled and decided without being required to leave the campus they are attending. In addition, faculty and staff shall receive appropriate services and exercise delegated responsibilities at the campus level as provided by the organizational structure outlined in section C.

B. Presidential Leadership

The President shall build a capable, unified, and diverse leadership group. As Chief Executive Officer, the President is responsible for determining and specifying in writing the staffing and scope of individual managerial positions, of institutional units, and of College-wide councils or committees. The President shall keep the other College officers well informed about Board and presidential issues, activities, and plans.

C. Organization of Academic and Workforce Programs

The President shall establish a stable organizational structure of the instructional area to implement the one-college principle. In the interest of organizational stability, major organizational changes shall be made as infrequently as possible, consistent with meeting the needs of the college following consultation with affected groups. Collaboration shall occur early in the formative stages of any proposed organizational change. However, not withstanding this process, the President shall make the final decision on the organization.

The structure shall be based on college-wide groupings by discipline or related disciplines or by specific workforce programs. Academic disciplines that have a significant number of faculty (both full-time and adjunct) shall have a separate organizational unit. The President may also appoint other college-wide administrators to supervise these college-wide instructional units.

[1] All college-wide instructional units and their subcommittees shall operate on the principle of shared governance, providing for participation in decision-making relevant to the instructional unit by both full-time and adjunct members. Exceptions to participation should apply to decisions in which there might be a conflict of interest.

[2] The President shall ensure diversity in decision-making participation by adjuncts. This may include adjuncts who have received multiple-semester appointments under Board Policy D-6[5]-c and adjuncts who have given long service to ACC and have received a satisfactory annual evaluation.

[3] The organizational structure of academic and workforce programs must provide for:

- (a) appropriate campus-based delegation of responsibilities including campus-based points of contact that the administration determines will maintain the one-college principle,

B-2. DUTIES AND RESPONSIBILITIES, BOARD OF TRUSTEES

Value Statements:

- *The Board of Trustees recognizes its responsibility to function as a whole, and to communicate as an entity.*
- *The Board recognizes its responsibility to advance the Mission of the College in the best interests of its external and internal constituencies.*
- *The Board will be diligent in developing policies which guide effective usage of limited resources.*

The Board of Trustees has the responsibility for formulating public policy for the operation of the Austin Community College District. It functions as the legislative and policy-making body charged with the governance and control of activities within the College District. The formulation and adoption of written policy is the basic method by which the Board exercises its leadership in the operation of the College District. The Board delegates to the President of the College the function of specifying required actions and designing the detailed arrangements under which the College will be operated. The Board maintains and supervises the College by evaluating information and recommendations concerning implementation of its policies. The general responsibilities of the Board are:

[1] To adopt and periodically review a statement of philosophy that clarifies basic educational beliefs and educational responsibilities of the College for the community.

[2] To determine the quality of presidential leadership needed to carry out the philosophy and objectives of the College.

[3] To select and appoint the President of the College, and provide a formal annual performance evaluation based primarily on the effectiveness of the implementation of Board policies. An informal feedback session will also be provided the President during each year.

[4] To establish the policies necessary for supporting operations of the College District.

[5] To maintain a current Master Plan to guide use of College resources, including site and facilities development.

[6] To provide ways and means of financial support, approve the annual budget, and review and approve expenditures as provided in College policy.

[7] To approve courses and programs of study that support community needs.

[8] To require and review appropriate administrative reports.

[9] To serve as a linkage to the community and local college tax payers on matters of policy, fiduciary responsibilities, strategic direction, and other items of public concern affecting the College District.

[10] To serve as a final adjudicating agency for students, employees, and citizens of the Austin Community College District on matters of Board policy.

[11] To bear the legal responsibility for all aspects of the operation of the College District.

[12] To choose its officers and advisors, and to plan its own activities and priorities.

[13] To develop an annual professional development plan for Board members. The Board will annually adopt a professional development plan for all trustees, with the Board Chair having the authority to approve the actual expenditures and request for reimbursements of individual trustees.

[14] To evaluate annually its own performance. This will include a formal assessment of Board strengths and weaknesses with the identification of measurable action plans, the completion of which will be monitored by the Board Chair.

(b) uniform, college-wide standards of instructional administration, and

(c) consistent decision-making throughout the campuses.

The President shall develop rules that provide for such delegation, but both full-time and adjunct faculty shall be eligible to serve in such delegated capacities.

C-3. DUTIES AND RESPONSIBILITIES, COLLEGE PRESIDENT

Within the framework of policies adopted by the Board, the College President exercises broad authority in carrying out the responsibilities of the position. The College President performs the following functions:

[1] Acts as executive officer for the Board of Trustees.

[2] Implements Board Policy.

[3] Advises the Board on policy development and review.

[4] Creates, organizes, and reorganizes, with 30 days prior notice, whenever practical, to the Board of Trustees for major changes to the administrative organization of the College, and manages the administrative organization of the College.

[5] Provides the Board with a timely flow of information regarding the College and its needs.

[6] Reports promptly the appointment of College employees to the Board of Trustees.

[7] Prepares and submits an annual budget to the Board and makes recommendations to the Board for budget changes; implements the College budget as approved and amended.

[8] Provides leadership in the development, implementation, and periodic revision of plans for the development of the Austin Community College District.

[9] Makes recommendations to the Board for the adoption of instructional programs and other educational and community services.

[10] Reviews the educational program on a continuing basis and effects changes that will improve the quality and scope of services offered.

[11] Represents the College, in cooperation with the Board and staff, to the community.

[12] Influences the development of local, state, and national educational policies.

[13] Ensures the accuracy of all reports required by local, state, and federal agencies.

[14] Prepares agenda materials, with the approval of the Board officers, for board meetings and maintains a record of the proceedings.

[15] Develops and approves administrative rules needed for effective College operations or to carry out Board policy, and reports to the Board of Trustees such rules related to Board policy.

[16] Maintains the orderly functioning of the College and takes appropriate action, within the limits of Board policy, as may be necessary to prevent any interference with such orderly operation of the College.

C-4. INTERNAL EMPLOYEE ASSOCIATIONS

Value Statements

- *Achieving the institution's mission is facilitated by the input of its faculty, staff, and students.*
- *College operations are strengthened when internal constituencies and college administration collaborate on areas of concern or interest.*

[1] Regular opportunities for comment to both the administration and Board of Trustees shall be provided to representatives of any employee associations that are recognized by the Board of Trustees as being based on the main categories of the College's personnel classification system, open to all employees in the relevant category without charge, governed by democratic means approved by a majority of their members, and willing to accept the legal and policy restrictions of being an internal College activity.

[2] The administration shall consult in a timely manner with representatives of such employee associations in order to receive their comments prior to taking actions that would have a substantial effect on their members, including instituting or changing administrative rules and making administrative decisions or recommendations to the Board on compensation and working-condition issues.

[3] When matters of concern to an internal employee association require a Board vote, a representative of the group shall be provided an opportunity to freely address the Board meetings at which the topic is considered. In any communication with one or more Trustees prior to such meetings, the group should strive to make any additional substantive information it supplies related to the issue made available to all Trustees and to the administration.

[4] The President shall maintain administrative rules that facilitate participation of employees in recognized internal employee associations, including the budgeting of appropriate operational support and provision of information about their associations to each new employee.

[5] Disputes about the interpretation of the bylaws of an internal employee association shall be resolved by the association without participation by the administration or Board.

[6] All employees and associations are expected to utilize the shared governance process of the College. Unless an item of concern is scheduled for board discussion prior to internal constituencies having an opportunity to confer with the administration, the expectation of the board is that internal communication channels will first be employed before addressing the board on such issues.

C-5. OPEN COMMUNICATION AND SHARED GOVERNANCE

Shared Governance is a collaborative decision-making process by which trustees, administrators, faculty, staff, and students work as a community of colleagues to advance the mission, goals, and values of the college. Shared Governance requires open communication among stakeholders in an environment of mutual respect, collegiality, and accountability.

The implementation of shared governance should involve self-correcting and self-monitoring processes that result in:

- effective decision-making at appropriate organizational levels
- appropriate and timely dissemination of information
- efficient and effective management of resources
- responsiveness to the experiences and expertise of stakeholders
- consideration of the ideas and opinions of those most impacted by decisions
- individual and institutional accountability
- a trusting and respectful community of colleagues

Accordingly,

[1] Decision makers at all levels of the College shall encourage and make use of free exploration and expression of different ideas, viewpoints, and analyses on College issues.

[2] Internal employee associations, affiliate organizations, and the Student Government Association will select their representatives to representative bodies, such as Councils, committees, administrative task forces, etc.

[3] Representation by associations and functional roles within the college on representative bodies should be reviewed in the Spring of each year as part of the budget cycle and through the shared governance process and structure itself.

[4] In accord with the self-monitoring nature of shared governance, a report on the state of shared governance in the College should be presented each year to the President and the Board. This report should derive from a broadly representative shared governance process and structure within the College and should

- address the quality of decision-making processes in the light of this policy, and
- provide recommendations for the improvement of decision-making processes in accord with this Board policy.

[5] College decision-making and consultation processes shall be open except in unusual cases that clearly meet confidentiality criteria established by the President (which shall include any privacy protections required by law). This openness includes access to data being used in deliberations and to the decision options being considered; such information should be made openly available as early in the discussion/decision process as possible.

[6] Employees with information that they feel would improve the accuracy of decision-related data should make it available to all decision makers and at all stages and levels of decision-making. Information that would aid the Board and President in assessing the compliance of the operation of the College with Board policies and directives should also be made available to them.

[7] Everyone participating in College discussions and decision-making processes should strive to express his or her opinions in a constructive, complete, and accurate manner, without retribution. While dealing honestly with any perceived problems, people should strive to interact in a manner that creates and sustains mutual respect.

[8] College management directives, decisions, guidelines, and standard procedures shall be made generally accessible through an electronic system (with appropriate print-based support) that shall also indicate who issued each item and if anyone is authorized to waive its provisions.

[9] Employees may use College premises to distribute clearly-attributed materials related to education or employment to other employees; this permission does not imply College endorsement or recognition of views or organizations referred to in the materials.

C-6. COLLEGE-COMMUNITY LINKAGES

It is important that the College create and maintain strong community linkages at many levels. Accordingly:

A. Communication Linkages:

[1] Staff-community linkages: The President shall ensure that the College maintains a system to receive external information and advice on how the College can best serve its community, especially from sectors that directly deal with the College's entrants or graduates. This system shall be structured so as to promote productive College-community interaction. The President shall also ensure that the College has appropriate representation in relevant community organizations and events.

[2] Board-community linkages: In addition to the activities individual Trustees choose to undertake as elected officials, the Board shall have an organized program of interaction with the community. The Vice-Chair of the Board shall coordinate this program, aligning it with a priority list adopted annually by the Board. The College shall provide electronic dissemination of Board-meeting proceedings, including cable television, whenever feasible.

[3] Citizen communications: Citizens may address the Board according to procedures published by the Board Chair, which shall be uniformly applied so as to provide fair access to all citizens.

B. Operational Linkages:

The College shall respond to community needs by creating appropriate partnerships or contractor-client relationships with community organizations. Negotiation of such agreements is the responsibility of the President, subject to Board approval if they are multi-year agreements or involve expenditures in excess of the approval limits established in policy G-2, Purchasing. Proposals for partnership agreements should include an economic analysis, and should ensure that each party bears an appropriate share of the costs.

C. Reports to the Board:

The President shall report annually to the Board on the nature and extent of linkage activities, on the financial terms and operational results of community partnerships, and on any plans or recommendations for changes in this area.

C-7. LEGAL COUNSEL

The Board of Trustees shall designate an attorney or attorneys to serve in the capacity of legal counsel for the Austin Community College District and to provide the Board independent advice and representation in all legal matters affecting or potentially affecting the Board or the College District.

College counsel shall be reasonably compensated and shall serve at the pleasure of the Board. Counsel shall be available to handle all legal matters for the Board and administration of the College District, and shall be responsible to the Board.

Counsel shall attend Board meetings when requested by the Board or by the College President and shall be available for consultation with members of the Board, the College President, and individual staff members designated by the College President, and shall undertake to represent the Board and the College in all matters referred by the Board and the College President. When a request for a legal opinion comes from a trustee, counsel shall inform all Trustees of the request.

The President shall keep the Board informed of the status and disposition of any official notices, complaints, and decisions related to College legal or accreditation issues.

DISCUSSION OF PRESIDENT'S GOALS

| GOAL AREA: | METRICS: |
|---|---|
| <p>INSTITUTIONAL ADVANCEMENT</p> <p>*Create a Clear Vision - A Strategic Master Plan</p> <ul style="list-style-type: none"> • Continue to refine Master Planning/Resource Allocation Processes • Maintain a Service Area focus in all Master Plan activities • Facilities Master Planning - Enhance in FY06 | <ul style="list-style-type: none"> • Document FY06 Master Plan revision and FY07 Budget Development process (should reflect vision noted in Board-adopted Master Plan). • Document Integrated College Planning Model process, also reflected in BOT Work Plan activities. • Document outcomes of Consultant Study. |
| <p>*Increase Enrollment</p> | <ul style="list-style-type: none"> • Document enrollment increases via OIE reports. |
| <p>*Encourage Annexation</p> <ul style="list-style-type: none"> • Expand the Financial Resources of the District • Continue to develop community relationships that underlie annexation efforts, with particular emphasis on: <ul style="list-style-type: none"> • San Marcos • Round Rock • Pflugerville • Caldwell County • Bastrop | <ul style="list-style-type: none"> • Provide summary of annexation-related activities in designated Service Area communities to demonstrate progress in annexation-related goals. • Provide documentation of partnerships/relationship development. |
| <p>*Be Influential With the State Legislature</p> | <ul style="list-style-type: none"> • Develop Governmental Relations plan |
| <p>*Involve Community More - Re-format Board Work Sessions</p> <ul style="list-style-type: none"> • Refine Schedule of Board Work Plan and Outline Dialogs/Groups | <ul style="list-style-type: none"> • Revised FY06 Board Work Plan reflects four community forums as well as one other meeting of ACC and AISD Boards. |

| | |
|--|--|
| <p>Expand the Role of the ACC Foundation</p> <ul style="list-style-type: none"> • Provide More Resources to Foundation Members • Enhance ACC Communication With Foundation Members • Fall 05 Planning, With Consultant, for Capital Campaign • Spring 06 Capital Campaign Launch | <ul style="list-style-type: none"> • Document ACC Foundation Board's acceptance of President's plan to expand fund raising. • Provide Board the materials the President developed for Foundation outreach. • Update Board on RFP/Consultant status. |
| <p>President's Breakfast Forums</p> | <ul style="list-style-type: none"> • Document meeting dates/topics. |
| <p>Increase Recognition of ACC and Its Unique Role</p> | <ul style="list-style-type: none"> • Document revised ACC Communications Plan. • Document speaking engagements (President and Board). • Document ACC-related media in Service Area. |
| <p>FACILITIES</p> <p>*Complete Bond-Funded Facilities</p> | <ul style="list-style-type: none"> • Monthly report provided to Board. |
| <p>Expand Facilities Master Planning to Detail Future Capacity at All Existing Campuses</p> | <ul style="list-style-type: none"> • Document Sasaki activities. |

| | |
|--|--|
| <p>INTERNAL CULTURE</p> <ul style="list-style-type: none"> • Refine Reorganization Implementation <ul style="list-style-type: none"> • Revise Job Descriptions for Members of President’s Leadership Team • Determine Effectiveness Measures • Outline Parameters for Ad-Hoc Committee on Phase 2 Reorganization (campus-based) • Instill More Proactive, Less Reactive, Internal Culture <ul style="list-style-type: none"> • Continue to Refine and Align Master Planning and Resource Allocation Processes • Continue to Enhance “Cluster Area” Planning With Focus on OIE/CQI • Implement Servant Leadership Training for All Supervisors • Model Expected Behavior • Confront Old, Negative Behaviors • Encourage More Humor, More Traditions | <ul style="list-style-type: none"> • Document Phase I and Phase II Reorganization Implementation. • Document revised descriptions and evaluation measures for President’s Leadership Team. • Document supervisors’ training program stressing Servant-Leadership. • Provide summary of President’s activities in working with employee/affiliate organizations. • Internal Survey results should reflect higher levels of faculty/staff satisfaction. |
|--|--|

STUDENT SUCCESS

- | | |
|---|--|
| <ul style="list-style-type: none">• *Contain Cost of Education at ACC• *Have a Robust Scholarship Program• Reinforce Messaging to Students (Why ACC is a Smart Choice)• New AVP for Student Success - Better Alignment of Closing the Gaps Initiatives• Continued Expansion of College Connection, Early College Start• Transition Learning Communities, Honors Program, Service Learning, etc. to Instructional Deans - Identify Metrics• Assertive Outreach Re: Degree Completion | <ul style="list-style-type: none">• Provide documentation of institutional cost savings.• Document ACC Foundation activities.• Provide copies of new student posters, framed and posted in every ACC building.• Document goals/effectiveness measures/track.• Document Early College Start and College Connection enrollment increases.• Document implementation of changes, effectiveness measures.• Document efforts to increase degree completions. |
|---|--|

| FACULTY & STAFF | |
|---|--|
| <ul style="list-style-type: none"> • *Diversify the College Work Force • Develop Multi-Year Plan to Expand Full-Time Faculty • Enhance departmental efficiencies <ul style="list-style-type: none"> • Revised signature authorization guidelines; more autonomy; fewer levels of approval for many processes. • Ensure district-wide consistency by establishing expectations and criteria for certain processes. • Encourage Employee and Affiliate Organizations to identify goals beyond compensation, benefits, and working conditions (these are valid and important) to instill a perspective that we are all here to serve our students. • Meet regularly with Affiliate Organizations | <ul style="list-style-type: none"> • Provide copy of faculty hiring guidelines, statistics documenting hiring results. • Document employee demographics. • Provide copy of multi-year hiring plan as part of FY07 budget proposal. • Provide revised signature authorization guidelines and highlight key changes. • Provide examples (Academic, Student and Campus Referral Guide, others.) • Provide documentation of discussion agendas. • Provide summary of meeting dates. |

*One of 10 goals identified for previous President; Board approved on March 7, 2005.