

## 2016 Board Assessment Results

### BACKGROUND

In July 2016, Trustees were invited to participate in the second annual Board self-assessment survey. The survey is an opportunity for Trustees to candidly assess how they are doing as individual Trustees and as a Board, and the results help identify specific actions to continually strengthen the Board's performance. Consistent with last year, the survey was divided into four categories (i.e., individual Trustee, Board, Committees, and Board operations) with questions within each category corresponding to specific assessment criteria. Each category also included at least one open-ended question to solicit ideas for improvement.

### RESULTS

Twelve trustees participated in the self-assessment survey. Trustees who joined the Board in June 2016 were briefed on the effort but not invited to participate, given their short tenure on the Board. The average response for each survey question is provided in Attachment 1. The following table provides the average responses grouped by criteria (with 1 representing Strongly Disagree to 5 representing "Strongly Agree"):

Criteria	Responsibilities/ Performance		Engagement		Culture/ Relationships		Leadership		Support	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
<b>Individual Trustee</b>	4.6	4.7	3.8	4.3	4.5	4.6	---	---	---	---
<b>Board</b>	4.0	4.3	4.4	4.4	4.4	4.4	4.6	4.8	3.9	4.3
<b>Committees</b>	4.0	4.4	4.4	4.8	4.5	4.9	4.4	4.8	4.0	4.5
<b>ASC</b>	3.5	3.7	4.3	5.0	4.3	5.0	3.8	4.7	3.5	4.3
<b>EAC</b>	4.2	4.8	4.8	4.8	4.4	4.6	4.8	4.6	4.6	4.4
<b>FAC</b>	4.4	4.6	4.3	4.6	4.6	4.9	4.4	4.7	4.3	4.6

Similar to last year's results, the average responses across all categories in 2016 suggest that Trustees are familiar with their responsibilities, experience a high level of engagement, and feel supported in their efforts. Strong relationships and a positive culture exist at all levels of interactions. Trustees also view Board and Committee leadership as highly effective.

There were a number of thoughtful and constructive comments in response to the open-ended questions. There were a number of comments emphasizing how much Trustees value working and learning together to support the university's mission. Trustees especially value time with students and staff. Least satisfying for some Trustees was dealing with constraints in financial resources such as state funding, especially in connection with rising tuition. Some Trustees also felt that the public setting of Board meetings can inhibit informal dialog.

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Ideas for serving Trustees more effectively included:

- Use the Board's transition to a portal for its meeting materials as an opportunity;
- Increase interactions with deans and increase information-sharing across committees;
- Provide educational sessions on cost structures;
- Make use of dashboards and abbreviated presentations to provide more time for engagement and discussion; and
- Clarify how to bring topics forward for meeting agendas.

There were a number of specific ideas that individual Trustees would like to see the Board focus on in the future, such as:

- Continue to address issues raised in public comment, including more interaction with students;
- Focus more on increasing graduation rates for all students;
- Review cost drivers;
- Discuss ways to increase diversity on the Board and ways to become more involved in the diversity, inclusion and social justice efforts of the university; and
- Use more panel discussions as a format and move to audio live feed of meetings.

Ideas for the future from individual members of the Finance & Administration Committee included:

- A desire for more info on university finances with more active discussion of cost drivers and revenue generation, self-supporting revenues in particular; and
- An interest in having the Finance & Administration Committee more involved in considering tuition scenarios before they are presented to the Board.

Ideas for the future from individual members of the Academic Strategies Committee included:

- More time overall for the committee meetings including more time outside of regular Board meetings to discuss committee responsibilities and role; and
- Reports at each meeting on programs, colleges, centers, institutes that are proposed or being reviewed.

Ideas for the future from individual members of the Executive & Audit Committee included:

- More active discussion of issues raised in public comment;
- Transition to dashboards for oversight so more Committee time is focused on key issues; and
- Presentations on OSU's communication and marketing strategic plan and on the University's management structure.

Comments regarding Board operations repeated similar themes as the other sections of the survey: support for the transition to the Board portal; support for efforts to "flip" the boardroom (e.g., abbreviated presentations, dashboards) so more time is spent engaging in discussion of key issues; and more information on finances and cost structures.

### NEXT STEPS

Trustees will discuss the survey results in Committee meetings in August and September 2016. Ideas and feedback will be incorporated into future work plans and adjustments will be made to Board operations.

**Board Assessment Survey: Average Response**

(rating scale ranged from 1-strongly disagree to 5-strongly agree)

<sup>1</sup>Data not available for this entry because of an error in the survey application.

Section	Criteria	Question	2015 Average Response	2016 Average Response
Individual Trustee	Responsibilities/performance	I am able to devote the time and energy necessary to actively participate in board and committee meetings.	4.7	4.7
	Responsibilities/performance	The amount of time expected of trustees to prepare and participate in board and committee meetings is reasonable.	4.7	4.7
	Responsibilities/performance	The amount of time expected of trustees outside of board and committee meetings is reasonable.	4.4	4.8
	Engagement	The board is effectively utilizing my skills and expertise.	3.8	4.3
	Culture/relationships	I can speak candidly at board and committee meetings.	4.5	4.4
	Culture/relationships	I can participate in committee meetings in which I am not a committee member.	4.6	4.8
	Satisfaction	Serving on this board is satisfying	4.8	Error <sup>1</sup>
Board	Responsibilities/performance	The board as a whole has a clear understanding of its role and responsibilities.	4.0	4.0
	Responsibilities/performance	The board understands and respects the distinction between its responsibilities and those of management.	4.4	4.2
	Culture/relationships	The board demonstrates its commitment to shared governance in the way it conducts its business and makes decisions.	4.2	4.6
	Responsibilities/performance	The board has the right committee structure and makes good use of its committees.	4.1	4.5
	Engagement	Board members actively participate in discussions.	4.4	4.4
	Culture/relationships	The board has diversity of representation (e.g., gender, ethnicity, age, vocation, etc.).	4.4	3.9
	Culture/relationships	Board members listen to and value each other's comments.	4.6	4.8

## TAB D

### Board Assessment Survey: Average Response

(rating scale ranged from 1-strongly disagree to 5-strongly agree)

<sup>1</sup>Data not available for this entry because of an error in the survey application.

Section	Criteria	Question	2015 Average Response	2016 Average Response
	Leadership	The leadership of the board is effective.	4.6	4.8
		Public comment during the public comment section of the meeting and during action items is a valuable opportunity to gather input.	4.2	4.0
	Responsibilities/performance	The board...-Provides insight and guidance to the university's strategic direction.	3.8	4.1
	Responsibilities/performance	The board...-Ensures the university's fiscal integrity by monitoring the university's financial policies and operating performance and by approving university biennial and annual budgets.	4.2	4.4
	Responsibilities/performance	The board...-Effectively monitors audit outcomes.	3.9	4.3
	Responsibilities/performance	The board...-Assesses the performance of the president on an annual basis.	4.4	4.8
	Responsibilities/performance	The board...-Effectively monitors the performance and quality of academic programs.	3.2	4.0
	Responsibilities/performance	The board...-Follows the highest standards of fiduciary duty and avoids conflict of interest in decision-making.	4.5	4.7
		The board...-Operates in a transparent and open fashion.	4.7	4.7
	Support	Board meetings...-Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.0	4.4
	Support	Board meetings...-Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.2	4.5
	Support	Board meetings...-Cover the right combination of information-sharing, discussion, decision-making, and board education.	3.8	4.3

**Board Assessment Survey: Average Response**

(rating scale ranged from 1-strongly disagree to 5-strongly agree)

<sup>1</sup>Data not available for this entry because of an error in the survey application.

Section	Criteria	Question	2015 Average Response	2016 Average Response
	Support	Board meetings...-Allow enough time for the exchange of ideas and thoughtful deliberation.	3.8	4.3
	Support	Board meetings...-Strike the right balance between long-range, strategic matters and routine matters of oversight.	3.7	4.1
ASC	Responsibilities/performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	3.3	3.7
	Responsibilities/performance	Committee work is guided by a strategic and clearly articulated work plan.	3.5	4.0
	Engagement	Committee members actively participate in discussions.	4.3	5.0
	Culture/relationships	Committee members listen to and value each other's comments.	4.3	5.0
	Leadership	The leadership of the committee is effective.	3.8	4.7
	Support	Committee meetings...-Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	3.5	4.3
	Support	Committee meetings...-Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.0	4.3
	Support	Committee meetings...-Are a good balance of information-sharing, discussion, decision-making, and committee education.	3.0	4.0
	Support	Committee meetings...-Allow enough time for the exchange of ideas and thoughtful deliberation.	3.0	4.0
EAC	Responsibilities/performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	4.2	4.8
	Responsibilities/performance	Committee work is guided by a strategic and clearly articulated work plan.	4.0	4.8

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### Board Assessment Survey: Average Response

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Section	Criteria	Question	2015 Average Response	2016 Average Response
	Engagement	Committee members actively participate in discussions.	4.8	4.8
	Culture/relationships	Committee members listen to and value each other's comments.	4.4	4.6
	Leadership	The leadership of the committee is effective.	4.8	4.6
	Support	Committee meetings...-Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.6	4.4
	Support	Committee meetings...-Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.4	4.6
	Support	Committee meetings...-Are a good balance of information-sharing, discussion, decision-making, and committee education.	3.8	4.2
	Support	Committee meetings...-Allow enough time for the exchange of ideas and thoughtful deliberation.	4.5	4.7
FAC	Responsibilities/performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	4.4	4.6
	Responsibilities/performance	Committee work is guided by a strategic and clearly articulated work plan.	4.3	4.4
	Engagement	Committee members actively participate in discussions.	4.3	4.6
	Culture/relationships	Committee members listen to and value each other's comments.	4.6	4.9
	Leadership	The leadership of the committee is effective.	4.4	4.7
	Support	Committee meetings...-Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.3	4.6

**Board Assessment Survey: Average Response**

(rating scale ranged from 1-strongly disagree to 5-strongly agree)

<sup>1</sup>Data not available for this entry because of an error in the survey application.

Section	Criteria	Question	2015 Average Response	2016 Average Response
	Support	Committee meetings...-Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.3	4.4
	Support	Committee meetings...-Are a good balance of information-sharing, discussion, decision-making, and committee education.	4.3	4.3
	Support	Committee meetings...-Allow enough time for the exchange of ideas and thoughtful deliberation.	4.0	4.7
Board Ops	Communication	Communication with the board...-Is sufficient and timely concerning significant issues and potential problem areas.	4.2	4.4
	Communication	Communication with the board...-Is sufficient and timely concerning major trends and issues in public higher education.	3.8	4.2
	Communication	I feel comfortable contacting the Board Secretary with questions and issues.	4.8	5.0
	Logistics	Committee meetings should continue to be scheduled in conjunction with board meetings.	4.4	4.5