

**North Central State College  
Board of Trustees  
Annual Evaluation**

**Part I: Duty of Care Assessment**

The duty of care requires trustees to act as prudent and diligent persons in conducting the affairs of the College. This means that trustees are responsible for selecting, monitoring, and evaluating competent management; establishing business strategies and policies; monitoring and assessing the progress of College operations; establishing and monitoring adherence to policies and procedures required by statute, regulation, and principles of safety and soundness; and for making decisions on the basis of fully informed and meaningful deliberation.

| Question  | Rating Scale (circle one) |                             |                       |                             |                           | Comments |
|---|---------------------------|-----------------------------|-----------------------|-----------------------------|---------------------------|----------|
| 1. What is your level of understanding with regard to the higher education environment and the implications of economic and regulatory trends on the College?                                   | Very little understanding | Below average understanding | Average understanding | Above average understanding | Significant understanding |          |
| 2. What level of engagement do the trustees have in discussions (i.e., consider whether the discussions are productive, contributions are balanced, and trustees actively question Management)? | Very little engagement    | Below average engagement    | Average engagement    | Above average engagement    | Significant engagement    |          |
| 3. In terms of future Executive Leadership (i.e., President, Vice President) succession, is the College appropriately prepared?   | Not prepared              | Somewhat prepared           | Adequately prepared   | Very prepared               | Extremely prepared        |          |
| 4. Is enough time spent in discussions of audit reports and regulatory examinations of the College?   | Insufficient time         | Below average time          | Appropriate time      | Above average time          | Significant time          |          |
| 5. How prepared are the trustees for the Board meetings?  | Not prepared              | Somewhat prepared           | Adequately prepared   | Very prepared               | Extremely prepared        |          |
| 6. Board members devote time, thought and study to their duties and responsibilities?   | Not prepared              | Somewhat prepared           | Adequately prepared   | Very prepared               | Extremely prepared        |          |

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**Part I: Duty of Care Assessment cont'd.**

| Question  | Rating Scale (circle one) |                             |                       |                             |                           | Comments |
|---|---------------------------|-----------------------------|-----------------------|-----------------------------|---------------------------|----------|
| 7. What is your level of understanding in terms of your role in recognizing relevant risks to the College and monitoring CEO's response to these risks? | Very little understanding | Below average understanding | Average understanding | Above average understanding | Significant understanding |          |
| 8. To what degree are Board decisions at the policy level rather than an operating level (i.e., infringing upon CEO's decisions)?                       | No degree                 | Some degree                 | Average               | Above average               | Always                    |          |

**Part II: Duty of Loyalty Assessment**

The duty of loyalty requires trustees to monitor the affairs of the College with candor, personal honesty and integrity. They are prohibited from advancing their own personal or business interests, or those of others, at the expense of the College.

| Question  | Rating Scale (circle one) |               |         |               |             | Comments |
|---|---------------------------|---------------|---------|---------------|-------------|----------|
| 8. How would you assess your level of understanding, support, and promotion of the Mission <sup>1</sup> of North Central State College? | None                      | Below average | Average | Above average | Significant |          |
| 9. How would you assess your recognition of the positive accomplishments of North Central State College?                                | None                      | Below average | Average | Above average | Significant |          |
| 10. How would you assess your level of support of the College's foundation and fund-raising efforts?                                    | None                      | Below average | Average | Above average | Significant |          |

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| Question  | Rating Scale (circle one) |                     |         |                 |                      | Comments |
|---|---------------------------|---------------------|---------|-----------------|----------------------|----------|
| 11. How would you assess your level of support of the College by attending meetings and college sponsored events?                       | None                      | Below average       | Average | Above average   | Significant          |          |
| 12. How would you assess your level of support for state and national community college associations?                                   | None                      | Below average       | Average | Above average   | Significant          |          |
| 13. How gratifying is Board service to you?   | Not gratifying            | Somewhat gratifying | Average | Very gratifying | Extremely gratifying |          |
| 14. How would you assess your level of understanding and acceptance of the Board Code of Conduct & Ethics and all other Board policies? | None                      | Below average       | Average | Above average   | Significant          |          |
| 15. Regarding Board service:  |                           |                     |         |                 |                      |          |
| a. I wish to stand for re-appointment at the end of my current term   |                           | Yes                 |         | No              |                      |          |
| b. I believe that the Board should establish a mandatory retirement age.  |                           | Yes                 |         | No              |                      |          |
| c. I believe that the Board should establish term limits.   |                           | Yes                 |         | No              |                      |          |

**Part III: Duty of Candor Assessment**

The duty of candor entails trustees full and open disclosure of facts and circumstances which may impact a board’s consideration of, or decisions regarding, matters of attention, e.g., disclosure of any and all direct and indirect business and personal relationships with those seeking to do business with the College.

| Question  | Rating Scale (circle one) |                                   |                              |                            |                             | Comments |
|---|---------------------------|-----------------------------------|------------------------------|----------------------------|-----------------------------|----------|
| 16. As a member of the Board, do you believe your thoughts and opinions are heard and considered? | Not heard nor considered  | Occasionally heard and considered | Usually heard and considered | Often heard and considered | Always heard and considered |          |

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| Question   | Rating Scale (circle one) |              |         |       |           | Comments |
|--|---------------------------|--------------|---------|-------|-----------|----------|
| 17. Do you feel that you have the opportunity to raise issues outside of the agenda?                           | Never                     | Occasionally | Usually | Often | Always    |          |
| 18. Do you feel that the Board and the CEO work together effectively and maintain open lines of communication? | Never                     | Occasionally | Usually | Often | Always    |          |
| 19. How would you rate the level of access the Board has to the CEO?   | None                      | Limited      | Average | Often | Unlimited |          |
| 20. How would you rate the Board's willingness to tackle the tough issues, i.e., "the elephant in the room?"   | Never                     | Occasionally | Usually | Often | Always    |          |
| 21. Do you feel that the Board enjoys an environment that promotes candor?                                     | Never                     | Occasionally | Usually | Often | Always    |          |

**Part IV: Board Composition/Organization**

| Question  | Rating Scale (circle one) |                    |          |                    |                   | Comments |
|---|---------------------------|--------------------|----------|--------------------|-------------------|----------|
| 22. Is the Board aware of current and relevant information on state and national issues?            | Never                     | Occasionally       | Usually  | Often              | Always            |          |
| 23. Does the Board set a positive example for the community and students?                           | Never                     | Occasionally       | Usually  | Often              | Always            |          |
| 24. Does the Board work to build positive relationships with all stakeholders?                      | Never                     | Occasionally       | Usually  | Often              | Always            |          |
| 25. Do the skills and background of the current Board adequately represent the voice of the owners? | Insufficient              | Less than adequate | Adequate | More than adequate | Highly sufficient |          |

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|   |                                   |                                  |                           |                               |                             |
|---|-----------------------------------|----------------------------------|---------------------------|-------------------------------|-----------------------------|
| 26. In consideration of future Board members, how important is it that the Board's composition in terms of diversity (e.g., ethnicity, experience, age, gender) is reflective of our community?         | Not important                     | Somewhat important               | Of average importance     | Above average in importance   | Critical                    |
| 27. How would you rate the ongoing education and training received by the Board through Board presentations, Board material, and higher education governance and trends (e.g., publications, seminars)? | Insufficient                      | Below average                    | Appropriate               | Above average                 | Significant                 |
| 28. How would you rate the number of Board meetings?  | Too few                           | Could use 1-2 more               | Just right                | Could use 1-2 less            | Too many                    |
| 29. How would you rate the adequacy and timeliness of the Board materials?  | Seriously inadequate and untimely | Somewhat inadequate and untimely | Adequate and often timely | More than adequate and timely | Excellent and always timely |

**Part V: Duties of Owner Linkage**

| Question  | Rating Scale (circle one) |               |             |               |             | Comments |
|---|---------------------------|---------------|-------------|---------------|-------------|----------|
| 30. How would you rate the Board's efforts in providing the community with timely and relevant information          | Insufficient              | Below average | Appropriate | Above average | Significant |          |
| 31. How would you rate the Board's efforts in evaluating how the College's services are impacting the community?    | Insufficient              | Below average | Appropriate | Above average | Significant |          |
| 32. How would you rate the Board's efforts in maintaining a network of strong relationships with community leaders? | Insufficient              | Below average | Appropriate | Above average | Significant |          |

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33. How would you rate the Board's participation in community activities as representatives of North Central State College?

Insufficient      Below average      Appropriate      Above average      Significant

**Part VI: General Questions/Comments**

34. What are the Board's greatest strengths?

35. As a Trustee, I am most pleased about?

36. The Board of Trustees' greatest accomplishments this past year have been?

37. What do you consider to be the top challenges for the College in 2022-2023 (rank the following)? Please feel free to add comments regarding your priorities.

- Human Resources
- Cybersecurity
- Growth
- Technology
- Regulatory Compliance
- Fiscal viability
- Sustainability
- Strategic Planning
- Environmental Impact
- Other

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38. Is there anything about the College that keeps you up at night?

39. As a Trustee, I recommend the following goals for the coming year:

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**Part V: General Questions/Comments cont'd.**

40. Do you feel more challenged today as a trustee than in years past? If so, why? How could CEO help?

41. What could the Board do to improve its efficiency and/or effectiveness? What aspect of the Board's performance could be improved and how?

42. Other comments, clarification of any comments, suggestions, including how this annual survey may be improved:

Name: \_\_\_\_\_

Date: \_\_\_\_\_