MEMO

To: Dr. Joe Schaffer, LCCC Board of Trustees
From: Dr. Danielle Ryan, Pathway Coordinator, Human & Public Services
Date: 3/5/21
Subject: Qualitative Analysis, LCCC Board of Trustees Self-Evaluation

Introduction

This memo provides an analysis and discussion of LCCC Board of Trustees (BOT) open-ended comments from a recent survey. Survey comments were analyzed in Atlas.ti to provide a robust understanding of the *general themes* that emerged. Results are provided per question and also in aggregated form, when appropriate.

Results
- Each open-ended question (Q1-3, Q6-19) asked in the BOT survey was analyzed separately in Atlas.ti to provide specific themes.
- A table is provided with results for each question.
- A description of each code present in the table is provided (order of most frequent to the least frequent code).
- When a BOT specifically asked for a need to be met in a response, these areas were flagged when coding.These areas are also highlighted in yellow throughout the report for easy access.
- When reading, please keep in mind that even if a question asked for one response (e.g., #1 issue of greatest consequence at LCCC) there may have been multiple responses which is why there may be a high amount of codes per question.
- Overall, manual coding of each question yielded 110 separate codes.

Q1. Based on your understanding, what is the Board's Governance Philosophy?

Q1: Governance Themes	Count of Governance Themes	Percentage of Governance Themes
Shared Governance	9	30.00%
Ruling Body	6	20.00%
President Interaction	6	20.00%
Policy est. and main.	4	13.33%
Understanding Policies	2	6.67%
Evaluate LCCC	1	3.33%
Leadership Interaction	1	3.33%
Transparent	1	3.33%
	30	100.00%

BOTs indicated the Board's Governance Philosophy is (by order of frequency):
- To share governance across LCCC
- To act as the single ruling body at LCCC
- To interact with, help guide, and learn from the president
- To establish and maintain policy
- To understand LCCC policies as a board of trustee
- To evaluate LCCC
- To interact with, help guide, and learn from all levels of leadership at LCCC
- To be transparent with policies

Q2. From your recollection, when did the Board last discuss its governance philosophy/policy?

Q2: When Governance Themes	Count of When	Percentage of When
Recent Meetings	5	62.50%
Recent Years	2	25.00%
Since Dev. 2012	1	12.50%
	8	100.00%

BOTs indicated governance philosophy/policy was last discussed:

- In recent meetings (62.50%)
- In recent years (25.00%)
- Since its development in 2012 (12.50%)

Q3. What is your understanding of how the Board determines how to make decisions?

Q3: Decision-making Themes	Count	Percentage
LCCC Employees	8	25.00%
Research	8	25.00%
BOT Policy	7	21.87%
LCCC President	7	21.87%
Community	2	6.25%
	32	100.00%

BOTs indicated decisions are made:

- Based upon information provided by LCCC employees
- Based upon research
- Based upon established BOT policies
- Based upon information from LCCC's President
- Based upon community needs

Q6. Based on your experience and opinion, how does or should the Board ensure it is serving as the ears and voice for LCCC with the stakeholders?

Q6: LCCC Voice and Ears	Count	Percentage
Community Outreach	8	33.33%
LCCC Stakeholders	8	33.33%
President Engagement	5	20.83%
Campus Engagement	3	12.5%
	24	100.00%

BOTs indicated they serve as the ears and voice of LCCC through:

- Community outreach
- Engaging with LCCC stakeholders including employees and students
- Engaging with LCCC's President
- Engaging with campus activities, etc.
- **Potential areas of need:**
- "More emphasis is needed here - possibly a "Guidebook" on how to best advocate for the college."
- "It would be interesting if we had a listing of all the organizations that we are involved in."

Q7. Based on your experience and opinion, what mechanisms does or should the Board have in place to make sure it retains a discipline of fully questioning and exploring direction and decisions of the Board?

Q7: Direction & Decisions	Count	Percentage
Debate	6	27.27%
BOT Policy	6	27.27%
President Interaction	4	18.18%
Transparency	4	18.18%
Respect	2	9.09%
	22	**100.00%**

BOTs indicated they do or should retain a discipline of fully questioning and making decisions through/because:

- Continued debate at meetings
- An adherence to established BOT policies
- Maintaining effective BOT and LCCC President interaction
- Openly asking questions in a transparent environment
- BOT meeting atmosphere provide a respectful space for communication

- <mark>**Potential area of need:**</mark>
  "With only one regular Board mtg once a month, I believe information flow is delayed and staying on top of issues may occur. I advocate for returning to mtgs. twice a month."

Q8. In your opinion, what are the three issues of "greatest consequence" to LCCC?

Issue #1

Q8: Issue #1	Count	Percentage
Budget	4	50.00%
Enrollment	2	25.00%
Programs	1	12.25%
COVID-19	1	12.25%
	8	**100.00%**

BOTs indicated the first issue of "greatest consequence" to LCCC is:

- Budget concerns
- Enrollment concerns
- Programs that are community-driven and lead to a career
- COVID-19 safety

Q8: Issue #2	Count	Percentage
Budget	3	37.50%
Maintaining Educational Standards	2	25.00%
Morale	1	12.25%
Community Relationship	1	12.25%
Innovation	1	12.25%
	8	100.00%

BOTs indicated the second issue of "greatest consequence" to LCCC is:

- Budget concerns
- Maintaining effective educational practices in light of hardships
- Employee/student morale
- Relationship with the community
- Building on hardship and finding innovative/strategic ways to handle hardship

Q8: Issue #3	Count	Percentage
Budget	2	25.00%
Building Maintenance	1	12.25%
Programs	1	12.25%
Morale	1	12.25%
Enrollment	1	12.25%
Student Success	1	12.25%
COVID-19 Safety	1	12.25%
	8	100.00%

BOTs indicated the third issue of "greatest consequence" to LCCC is:

- Budget concerns
- Building/infrasture maintenance
- Deciding on future programs
- Employee morale
- Enrollment concerns
- Student success concerns
- COVID-19 safety

The aggregated table below displays the frequency of themes as they appeared in Q8 (all three priorities regardless of rank, 1-3). This table may be used as a starting place for understanding overall the issues of greatest consequence to the BOTs. Like variables were combined (e.g., budget, future of academic programs).

Q8: Issues Aggregated	Count	Percentage
Budget	9	37.50%
Enrollment	3	12.25%
Maintaining Educational Standards	2	8.33%
Programs	2	8.33%
Morale	2	8.33%
COVID-19 Safety	2	8.33%
Student Success	1	4.16%
Building Maintenance	1	4.16%
Innovation	1	4.16%
Community Relationship	1	4.16%
	24	100.00%

BOTs indicated the issues of "greatest consequence" to LCCC are:

- Budget concerns
- Enrollment concerns
- Maintaining educational standards
- Deciding on future programs
- Employee morale
- COVID-19 safety
- Student success concerns
- Building/infrasture maintenance
- Relationship with the community
- Building on hardship and finding innovative/strategic ways to handle hardship

Q9. How would we respond if things changed in these areas?

Q9: Response	Count	Percentage
Maintain Board Oversight	1	16.67%
Collaborate	1	16.67%
Flexibility	1	16.67%
Increased Student Success	1	16.67%
Increased Enrollment	1	16.67%
Gratitude	1	16.67%
	6	**100.00%**

BOTs indicated their responses to changes in the areas mentioned in Q8 should be to:

- Maintain board oversight of the greatest issues LCCC faces
- To collaborate to face these issues
- To be flexible when addressing issues
- Focus on student success
- Focus on increased enrollment
- Be grateful when issues are solved

Q10. In your opinion, what are LCCC's major risks and vulnerabilities?

Q10: LCCC Risks	Count	Percentage
Budget	7	46.67%
Enrollment	3	20.00%
Maintaining Quality Workforce	2	13.33%
Building Maintenance	1	6.67%
Student Success	1	6.67%
Losing Dr. Schaffer	1	6.67%
	15	**100.00%**

BOTs indicated LCCC's major risks and vulnerabilities are:

- Budget concerns
- Low student enrollment
- Maintaining quality in LCCC's workforce
- Building/infrasture maintenance
- Student success concerns
- Losing Dr. Schaffer

Q11. What are we doing to address them?

Q11: Addressing Risks	Count	Percentage
Strengthening Relationships/Advocacy Work	3	27.27%
Budget Reductions	2	18.18%
Recruitment and Compensation Plan	2	18.18%
SEM	1	9.09%
Guided Pathways	1	9.09%
Innovation	1	9.09%
Trust in Leadership	1	9.09%
	11	**100.00%**

BOTs indicated LCCC is addressing major risks and vulnerabilities by:

- Strengthening relationships and conducting advocacy work with community, Legislature, WCCC, & WACCT
- Reducing the budget
- Focusing on recruitment and compensation
- SEM
- Guided Pathways
- Focusing on innovation
- Trusting in leadership at LCCC

Q12. In your opinion, what was the most important problem the Board tackled in the last year?

Q12: Important Problem	Count	Percentage
Budget	6	60.00%
COVID-19 Safety	4	40.00%
	10	**100.00%**

BOTs indicated the most important problem(s) tackled last year included:

- Handling budget reductions
- Ensuring safety during the COVID-19 pandemic

Q13. What was the most important lesson the Board learned in the process?

Q13: Lesson Learned	Count	Percentage
Trust in Leadership	3	42.85%
LCCC & Board Policies Work	1	14.28%
Incorporating External Funding	1	14.28%
Trust in Experts	1	14.28%
Importance of Building Relationship with Legislature	1	14.28%
	7	**100.00%**

BOTs indicated the most important lessons learned in tackling last year's problems included:

- Continuing to trust Dr. Schaffer and leadership at LCCC
- LCCC & Board policies are effective at handling difficulties
- How to incorporate large amounts of external funding (CARES)
- Trusting experts
- Importance of continuing to build a relationship with the Legislature

Q14. In your opinion, what does the Board of Trustees do well?

Q14: Do Well	Count	Percentage
Collaboration within BOT	8	66.67%
Listen	1	8.33%
Open debate	1	8.33%
LCCC's Best Interests	1	8.33%
Trust Leadership	1	8.33%
	12	**100.00%**

BOTs indicated they do well with:

- Collaborating as a team with all members of the Board of Trustees
- Listening
- Open and honest debate and discourse
- Advocating for LCCC's best interests
- Trusting LCCC leadership

Q15. In your opinion, what can the Board of Trustees do better?

Q15: Improvement	Count	Percentage
Involvement in Community	2	20.00%
Engagement with Legislature	2	20.00%
Discussion	1	10.00%
Presence on Campus	1	10.00%
Designate roles as separate from President	1	10.00%
Two Meetings a Month	1	10.00%
Increased Time for Information Review	1	10.00%
Online Meeting Professionalism	1	10.00%
	10	**100.00%**

BOTs indicated they could improve:

- Involvement with the community
- Engagement with Legislature
- Continue to have robust and open discussions
- Presence on campus
- Designating board roles separate from the President
- Increasing meetings to twice monthly
- Increasing the amount of time to review information
- Meeting professionalism especially as meetings are all online and public

Q16. What top three things do you believe the Board/LCCC should have as its priorities in the near term (next 1-3 years)?

Q16: Priority #1	Count	Percentage
Budget	5	55.55%
Strategic Planning	2	22.22%
Building educational opportunities	1	11.11%
Enrollment	1	11.11%
	9	**100.00%**

BOTs indicated their first priority for the near term (1-3 years) is:

- Working on finding sustainable funding
- Working on the strategic plan
- Building educational opportunities for students
- Increasing enrollment

Q16: Priority #2	Count	Percentage
Enrollment	2	16.67%
Revisiting Program Offerings	2	16.67%
COVID-19 Safety	2	16.67%
Engaging with Legislature	2	16.67%
Revisiting Mission Statement	1	8.33%
Employee Retention	1	8.33%
SEM	1	8.33%
Strategic Planning	1	8.33%
	12	**100.00%**

BOTs indicated their second priority for the near term (1-3 years) is:

- Increasing enrollment
- Revisiting program offerings at LCCC
- Providing COVID-19 safety
- Engaging with Legislature
- Revisiting Mission Statement
- Employee retention
- SEM
- Strategic planning

Q16: Priority #3	Count	Percentage
Capital Construction	6	60.00%
Student Outcomes	2	20.00%
Budget	1	10.00%
Continuous Improvement	1	10.00%
	10	**100.00%**

BOTs indicated their third priority for the near term (1-3 years) is:

- Focusing on capital construction and a Master Building Plan
- Improving student outcomes
- Balancing the budget
- Continuous improvement (general)

The aggregated table below displays the frequency of themes as they appeared in Q16 (all three priorities regardless of rank, 1-3). This table may be used as a starting place for understanding the priorities most significant to the BOTs.

Q16: Priorities	Count	Percentage
Budget	6	19.35%
Capital Construction	6	19.35%
Strategic Planning	3	9.67%
Student Outcomes	3	9.67%
Enrollment	3	9.67%
Revisiting Program Offerings	2	6.45%
COVID-19 Safety	2	6.45%
Engaging with Legislature	2	6.45%
Revisiting Mission Statement	1	3.23%
Employee Retention	1	3.23%
SEM	1	3.23%
Continuous Improvement	1	3.23%
	31	**100.00%**

Q17. How do you believe the Board would add value to LCCC's priorities or things that matter most?

Q17: Value	Count	Percentage
Supporting LCCC	3	50.00%
External Advocacy	2	33.33%
Discussion on Priorities	1	16.67%
	6	**100.00%**

BOTs indicated they add value to LCCC's priorities by:

- Supporting LCCC with their time, vision, donations, etc.
- Providing external advocacy for the College
- Robust discussion on priorities

Q18. How do you believe the Board should allocate its time towards these issues?

Q18: Time	Count	Percentage
Board Discussion & Review	3	33.33%
Time Management Adequate	2	22.22%
Personal Contribution	1	11.11%
More Time	1	11.11%
Community	1	11.11%
Legislature	1	11.11%
	9	100.00%

BOTs indicated they should allocate its time toward these issues by:

- Engaging in robust board discussion and information review
- Time management with discussion/review of information is currently adequate (no change needed)
- Figuring out personally how much each trustee can provide to the Board with regard to time/energy
- Time management with discussion/review of information is not currently adequate (need more time for discussion, etc.)
- Advocating for LCCC in the community
- Advocating for LCCC with the Legislature

Q19. In your opinion, what is required of each Trustee to personally advance these priorities?

Q19: Advance Priorities	Count	Percentage
Preparedness & Meeting Engagement	5	55.55%%
Time	1	11.11%
Advocate for LCCC	1	11.11%
Staying Connected	1	11.11%
Understanding Education	1	11.11%
	9	100.00%

BOTs indicated they need to personally advance LCCC priorities through:

- Being prepared for and engaged during meetings
- Dedicating their time to LCCC matters
- Advocating for LCCC
- Staying connected to LCCC's broader community
- Understanding the role and importance of education