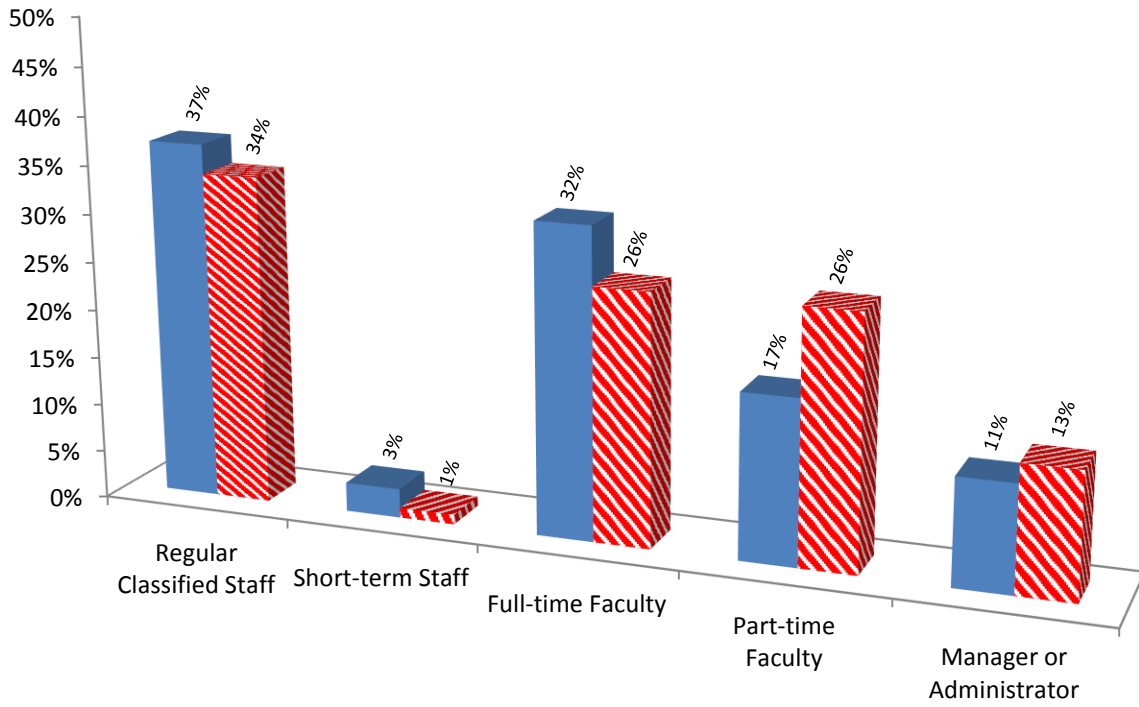


Coast Community College District

Survey of District Employees Regarding the Board of Trustees

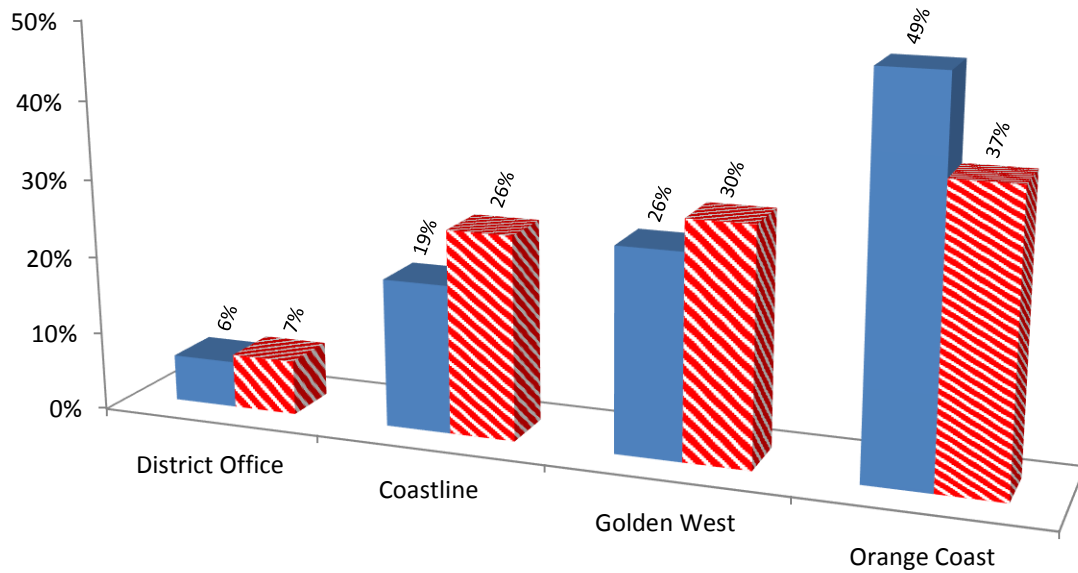
2013 (357 responses) and 2015 (415 responses)

1. Which employee class most closely matches your position?



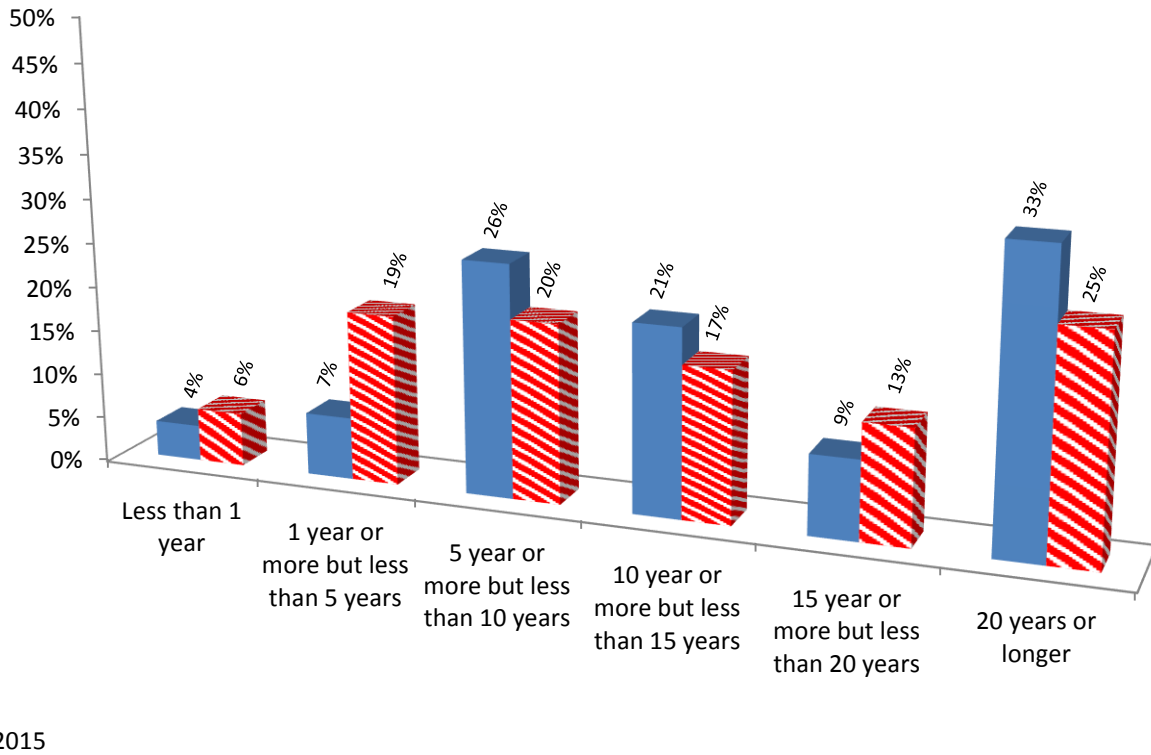
■ 2013 ■ 2015

2. Which is your primary work location?

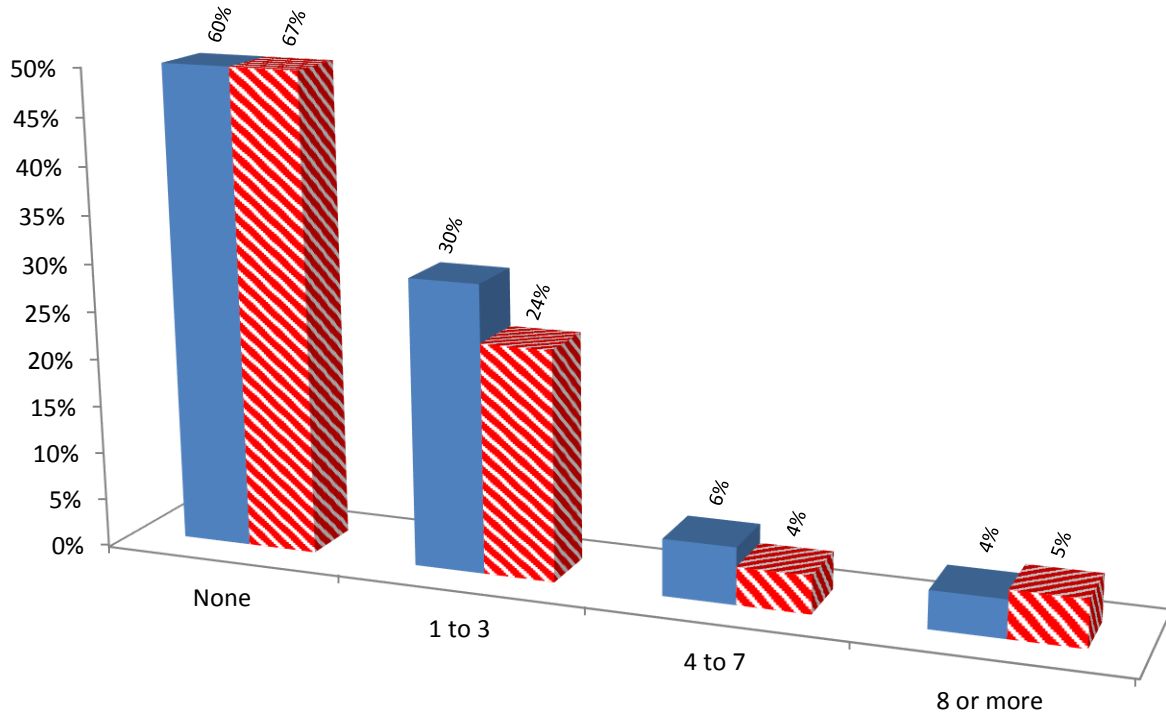


■ 2013 ■ 2015

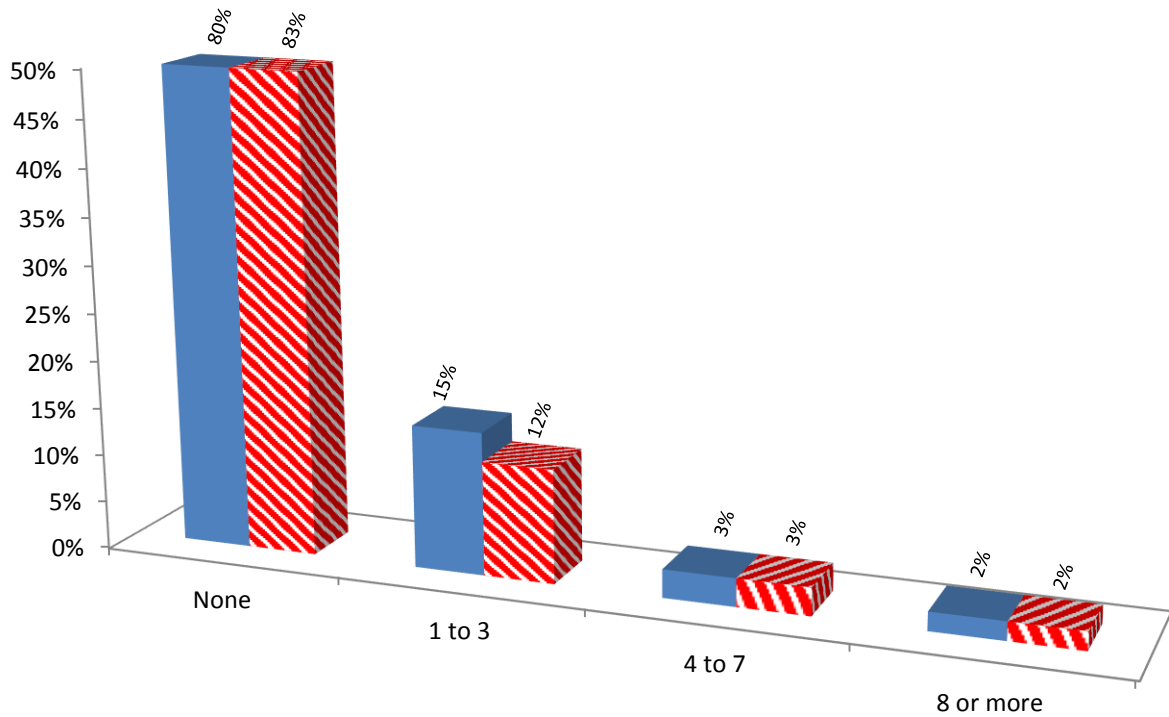
3. How long have you been employed with the district?



4. How many Board of Trustees meetings of the full Board have you attended in the last 12 months?

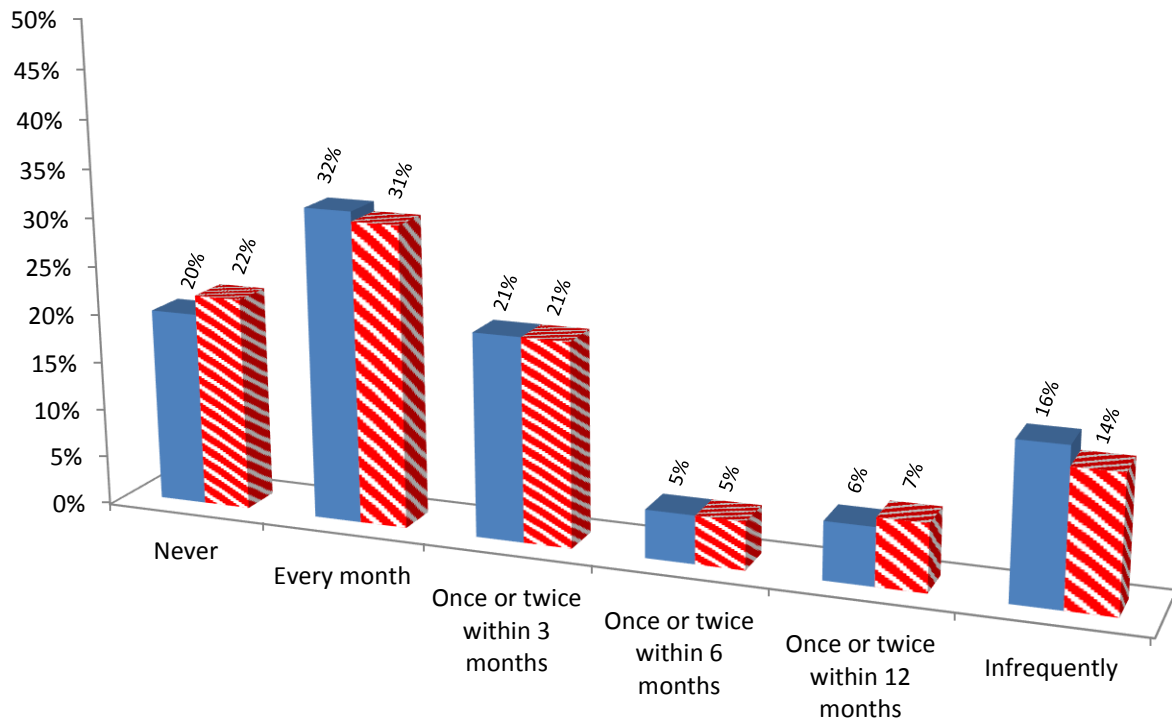


5. How many Board of Trustees Committee meetings have you attended in the last 12 months?



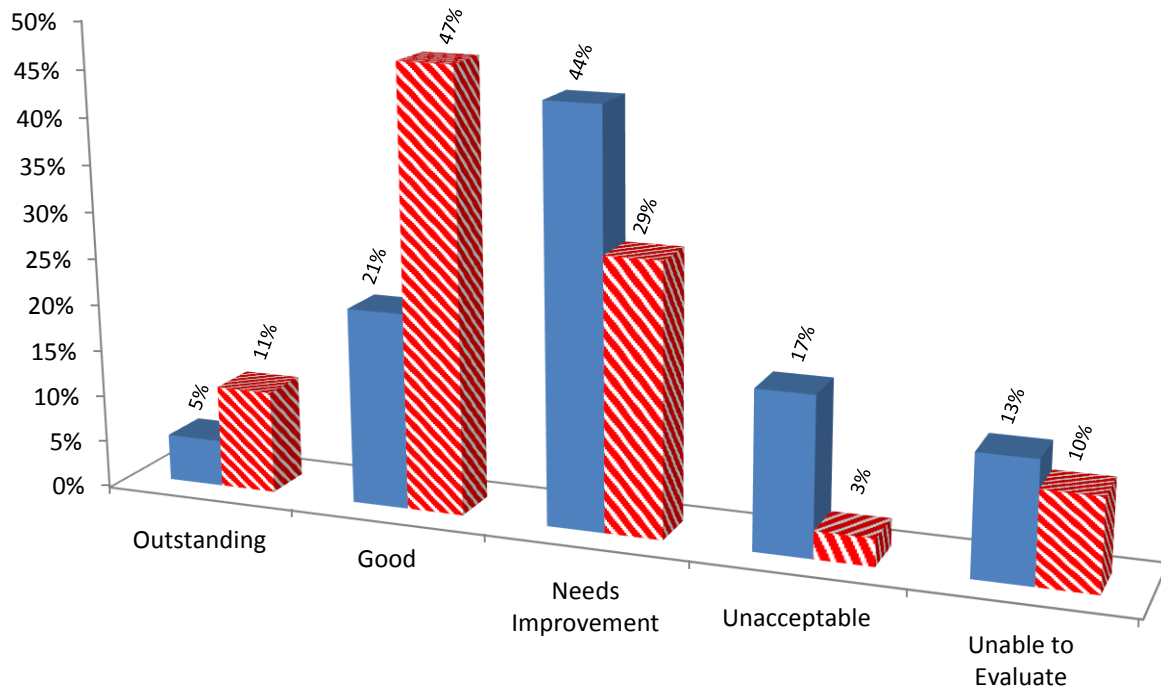
■ 2013 ■ 2015

6. How frequently do you read the agendas for Board of Trustees meetings?



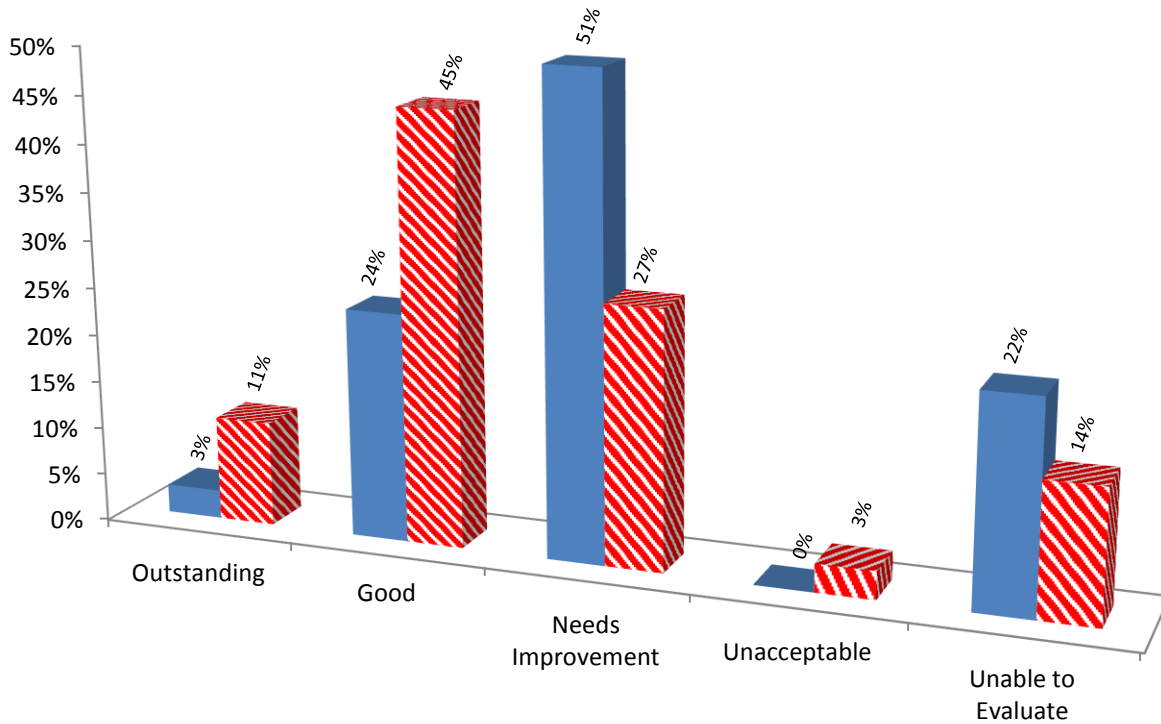
■ 2013 ■ 2015

7. The Board of Trustees, administrators, faculty, staff, and students work together for the good of the institution through established governance structures, processes, and practices.



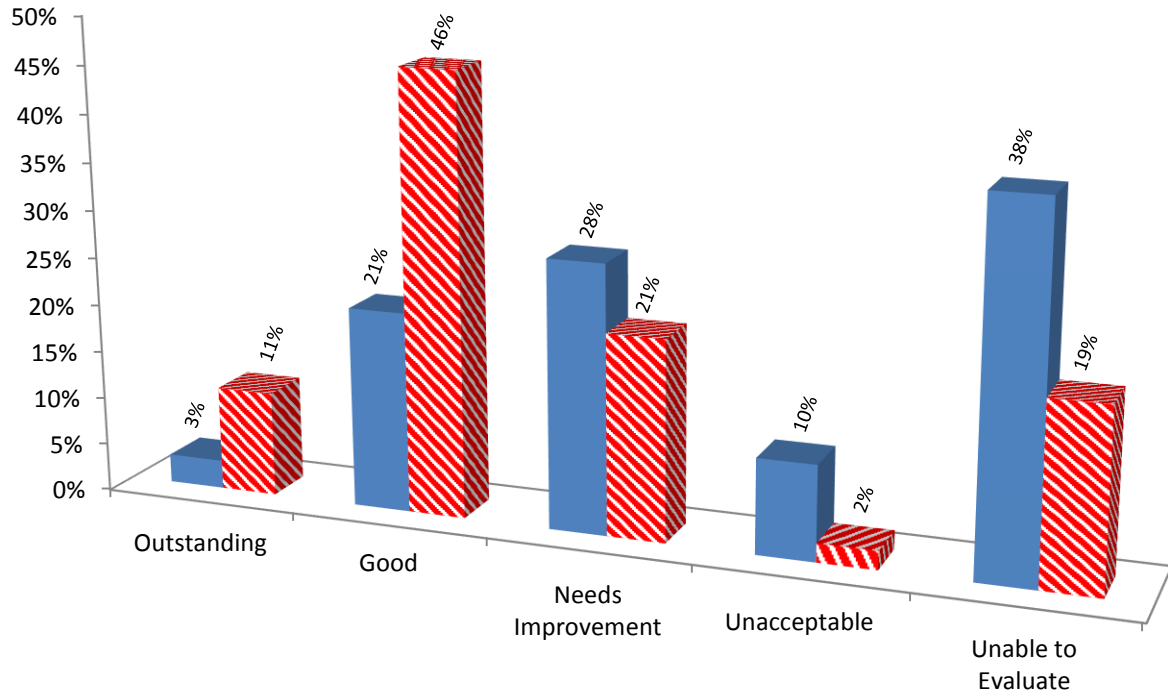
■ 2013 ■ 2015

8. The Board of Trustees is an independent policy-making body that reflects the public interest in board activities and decisions.



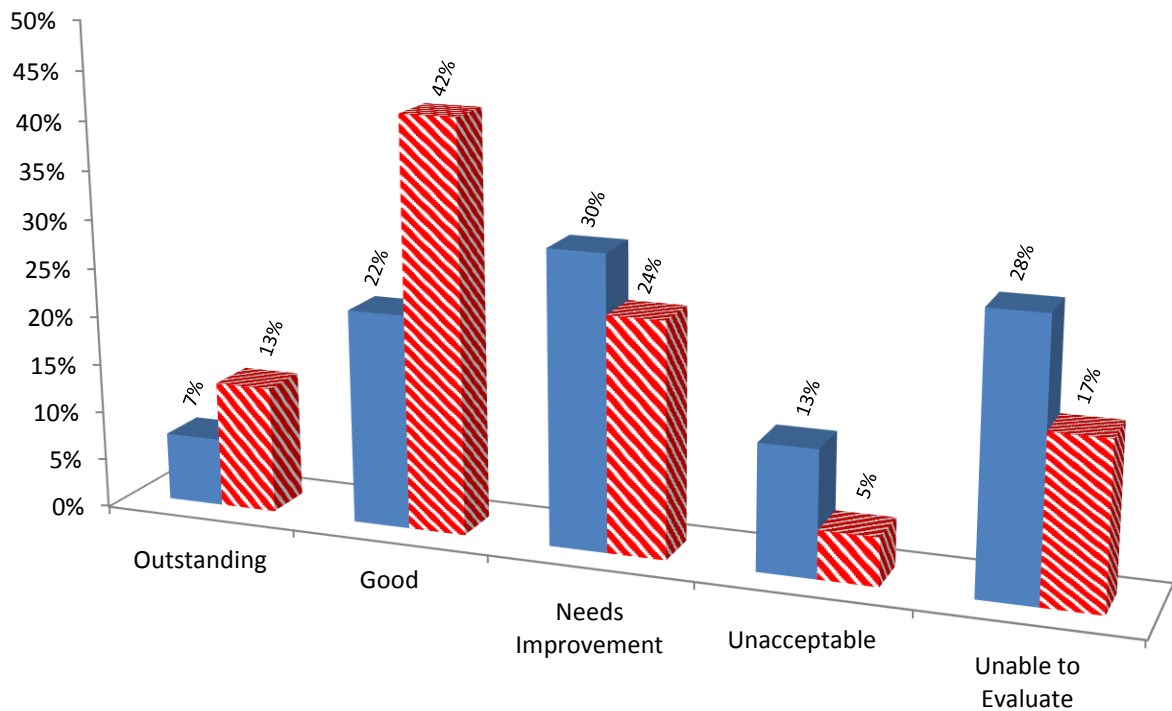
■ 2013 ■ 2015

9. Once the Board of Trustees reaches a decision, it acts as a whole.



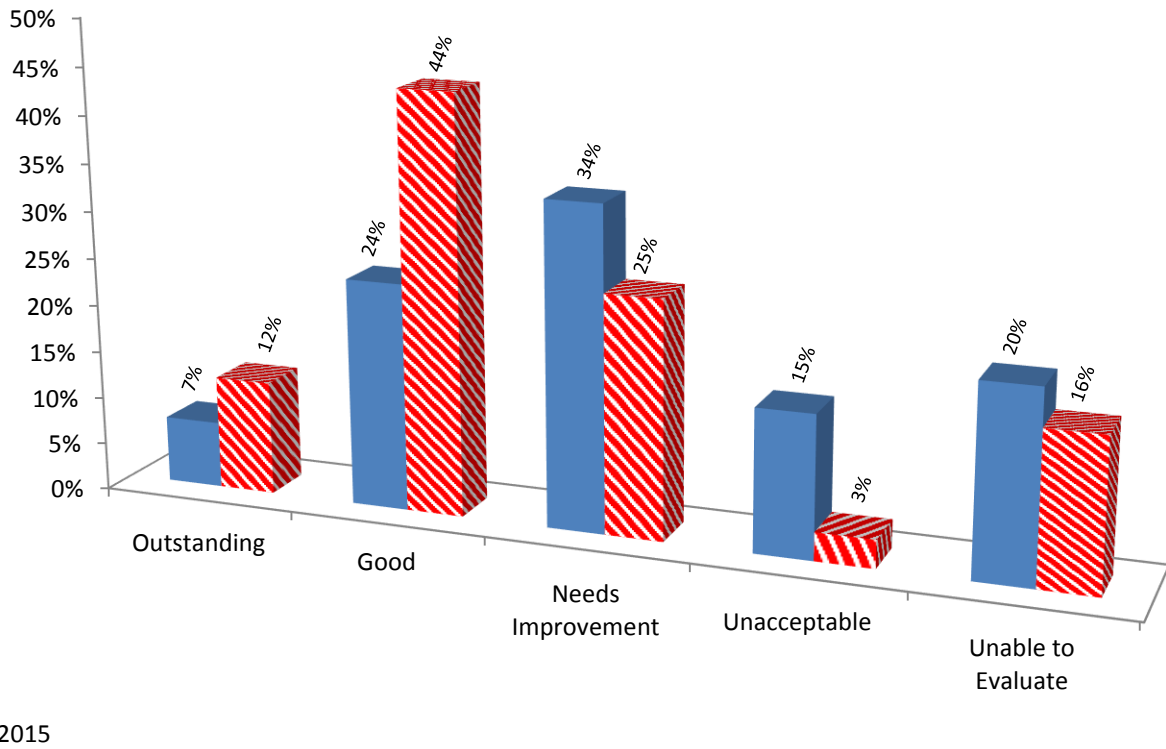
■ 2013 ■ 2015

10. The Board of Trustees advocates for and defends the district as a whole and protects it from undue influence or pressure.

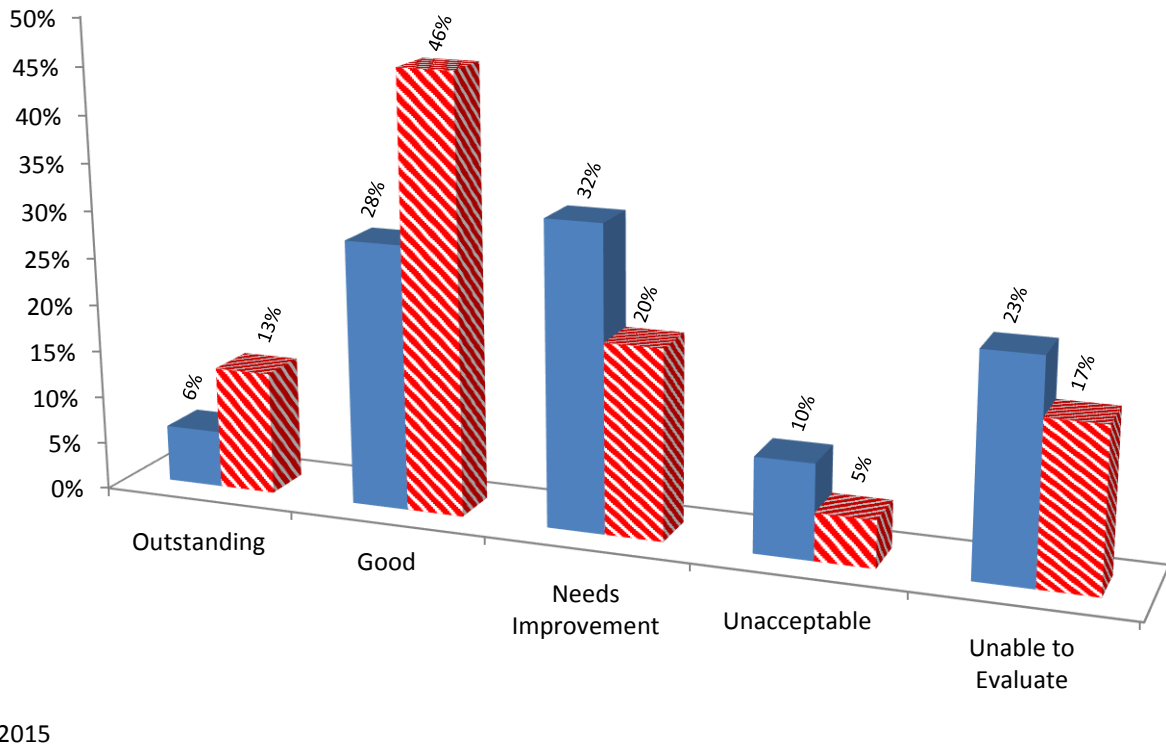


■ 2013 ■ 2015

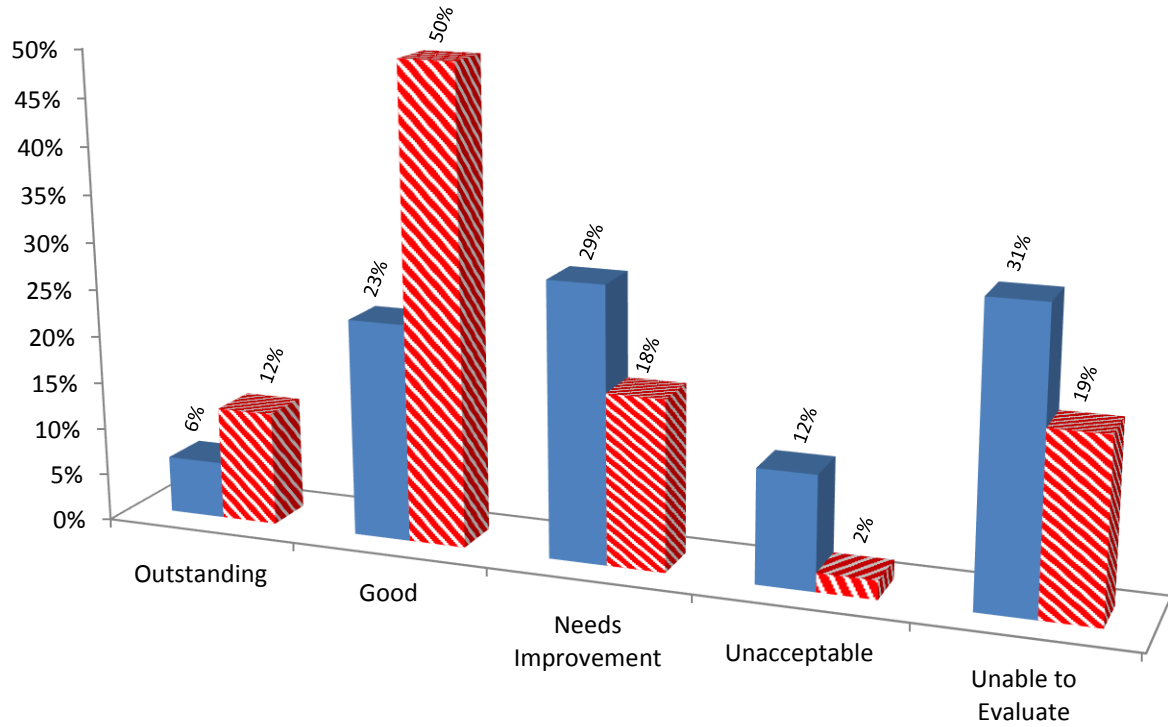
11. The Board of Trustees establishes policies consistent with the mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them.



12. The Board of Trustees has the ultimate responsibility for educational quality, legal matters, and financial integrity.

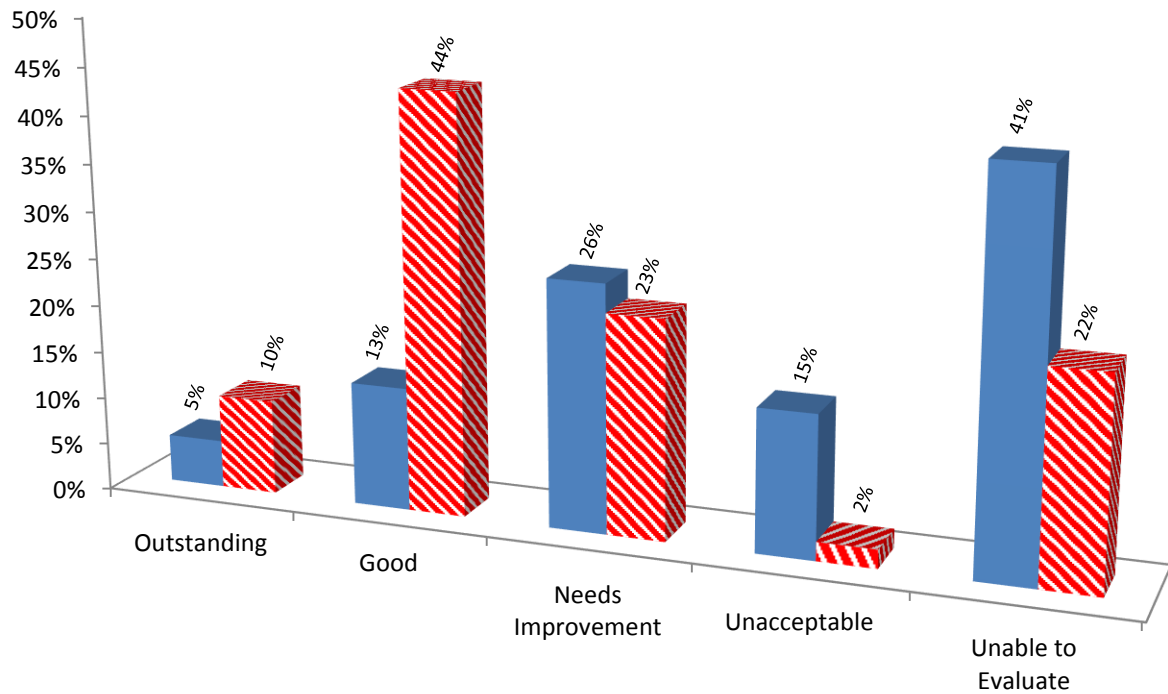


13. The Board of Trustees acts in a manner consistent with its policies and bylaws.



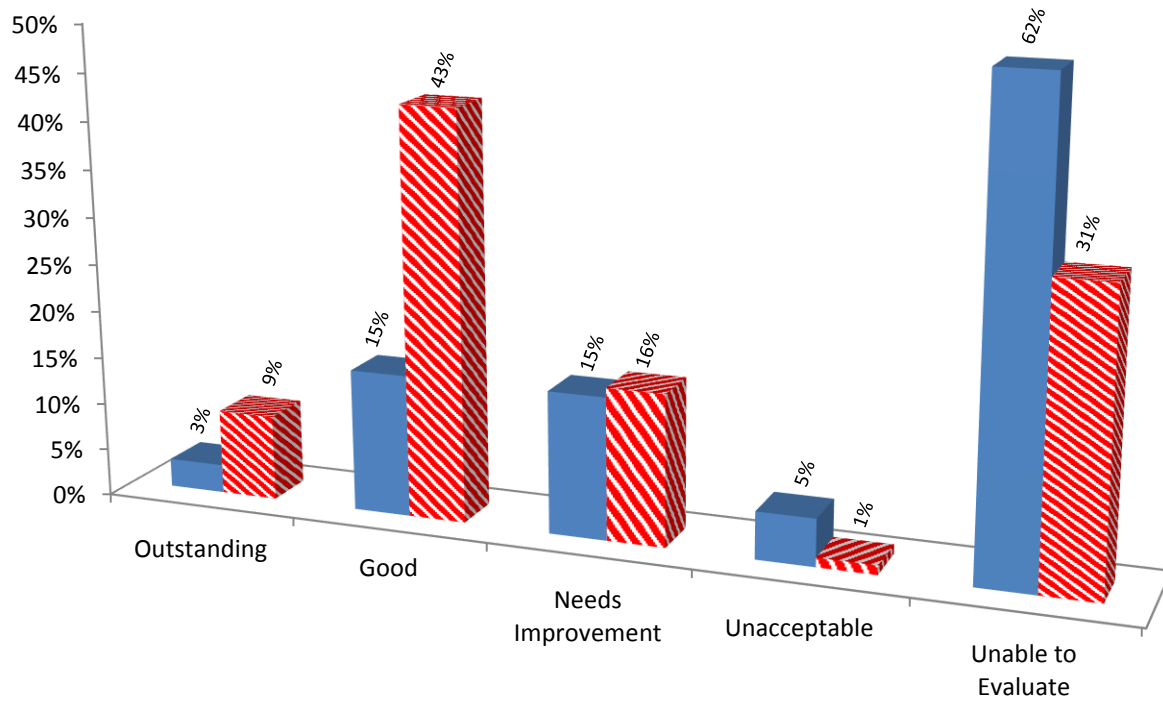
■ 2013 ■ 2015

14. The Board of Trustees regularly evaluates its policies and practices and revises them as necessary.



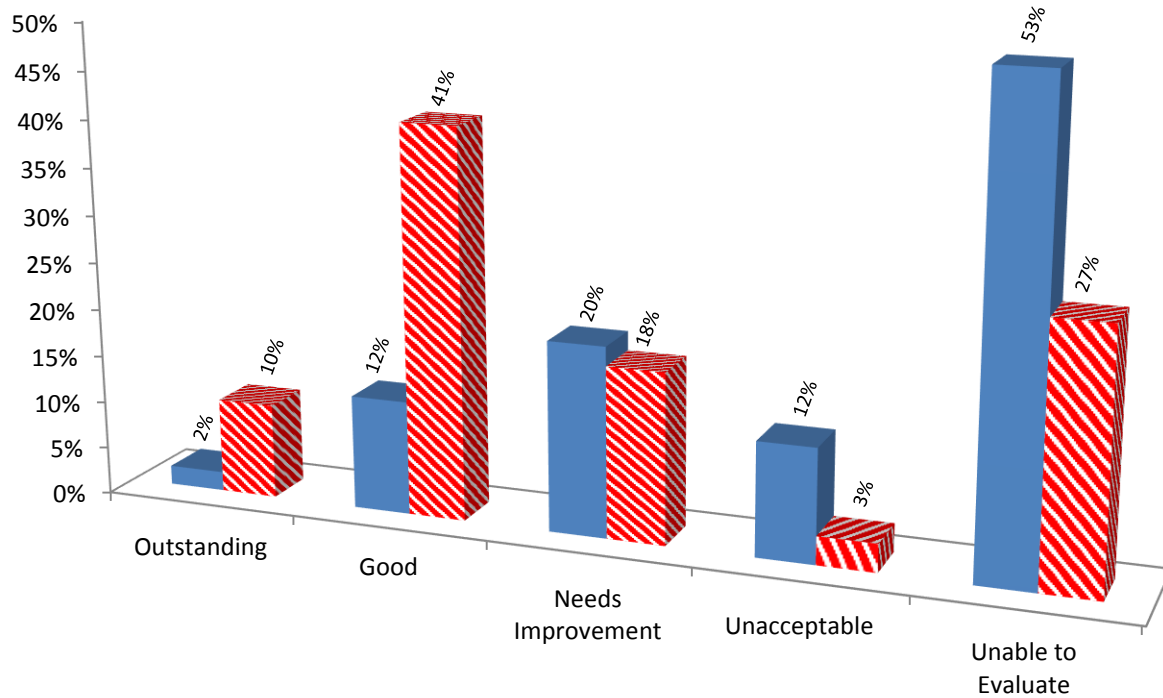
■ 2013 ■ 2015

15. The Board of Trustees has a program for board development and new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.



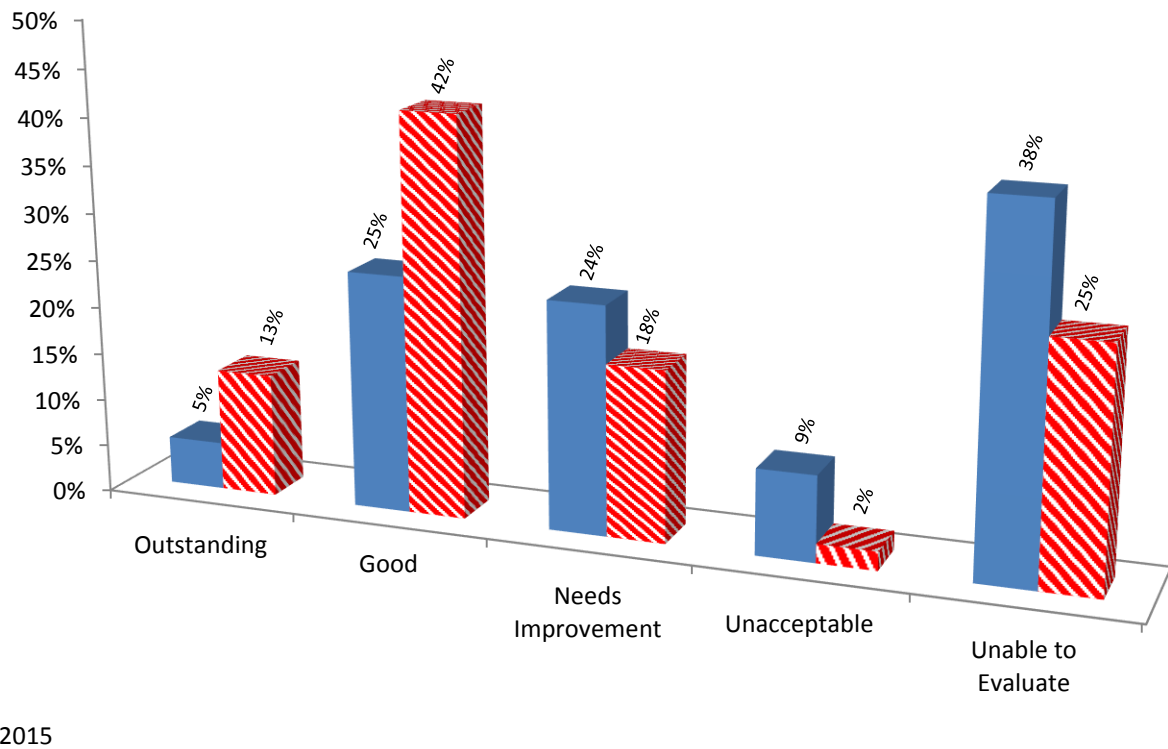
■ 2013 ■ 2015

16. The Board of Trustees' self-evaluation processes for assessing board performance are clearly defined, implemented, and published in its policies or bylaws.

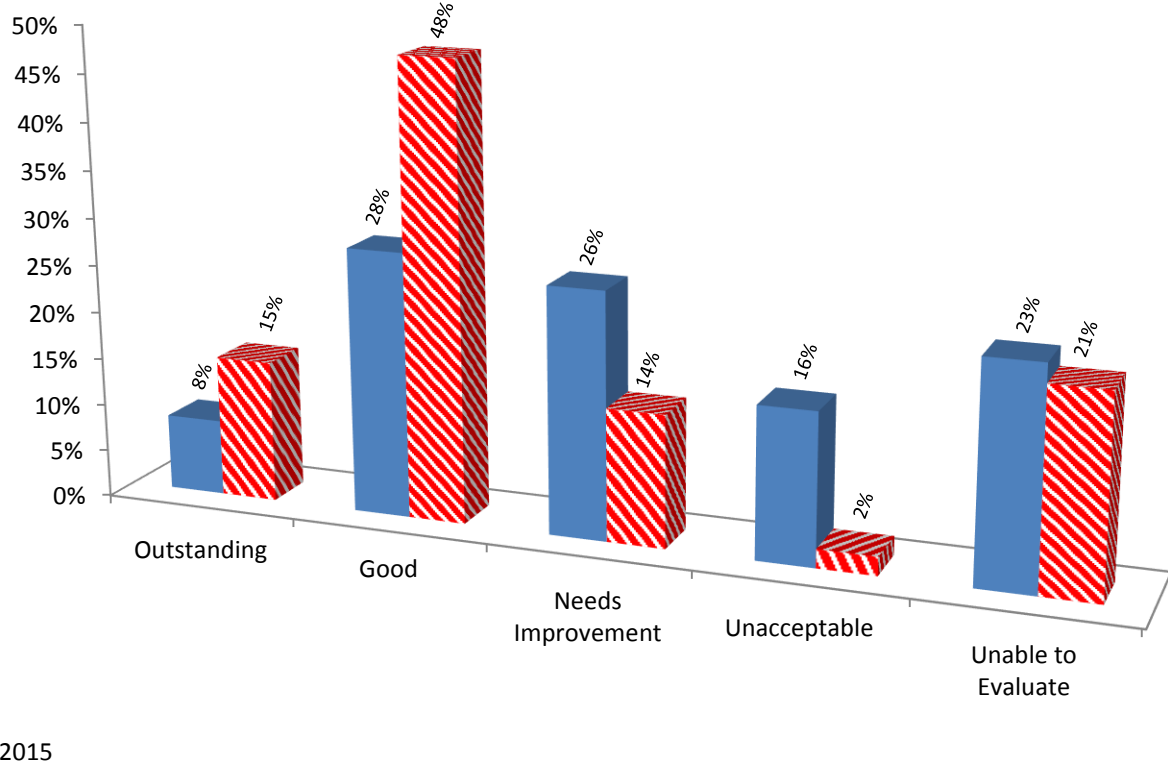


■ 2013 ■ 2015

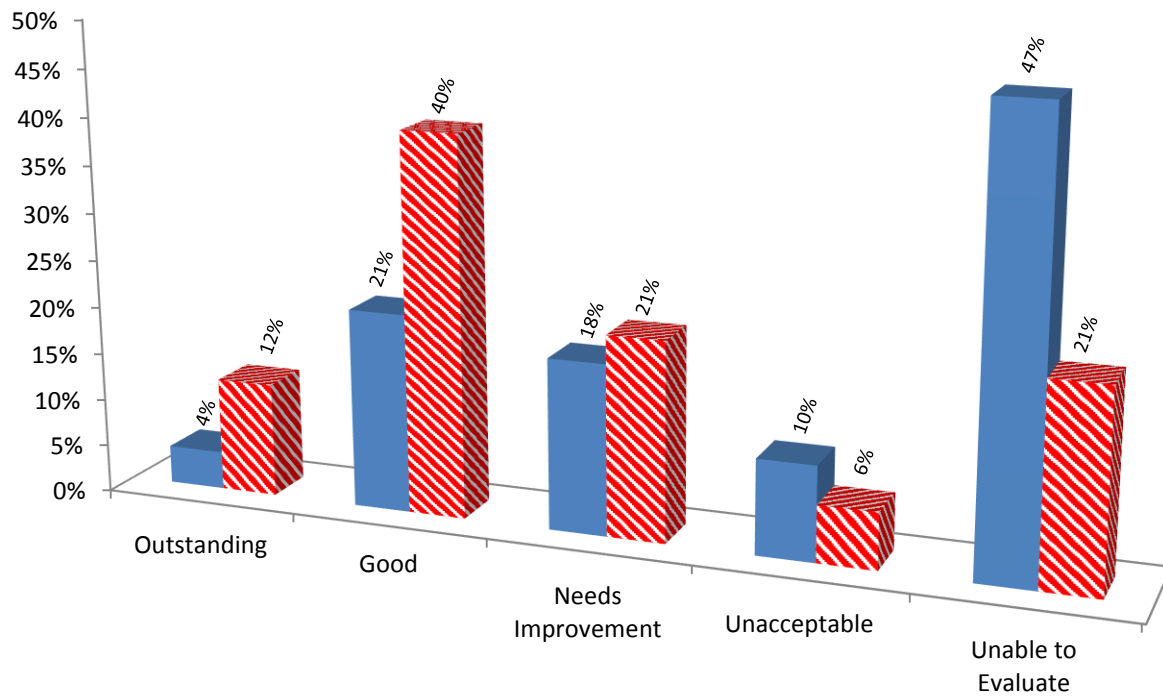
17. The Board of Trustees has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its codes.



18. The Board of Trustees is informed about and involved in the accreditation process.

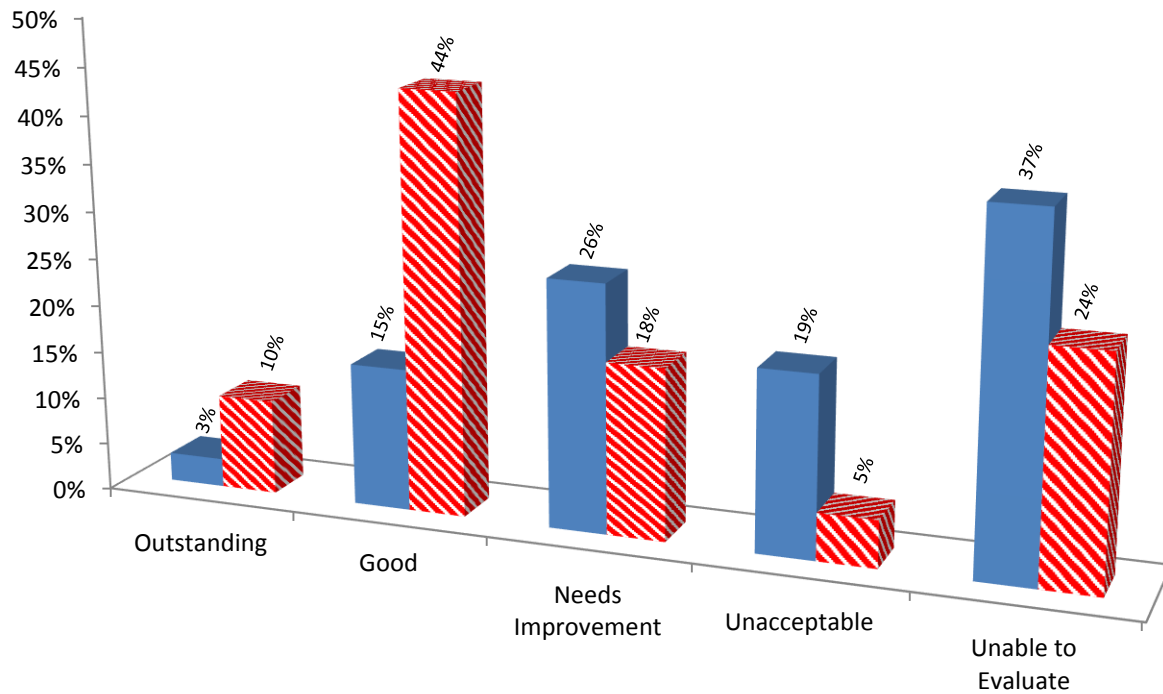


19. The Board of Trustees adheres to a clearly defined policy for selecting and evaluating the Chancellor.



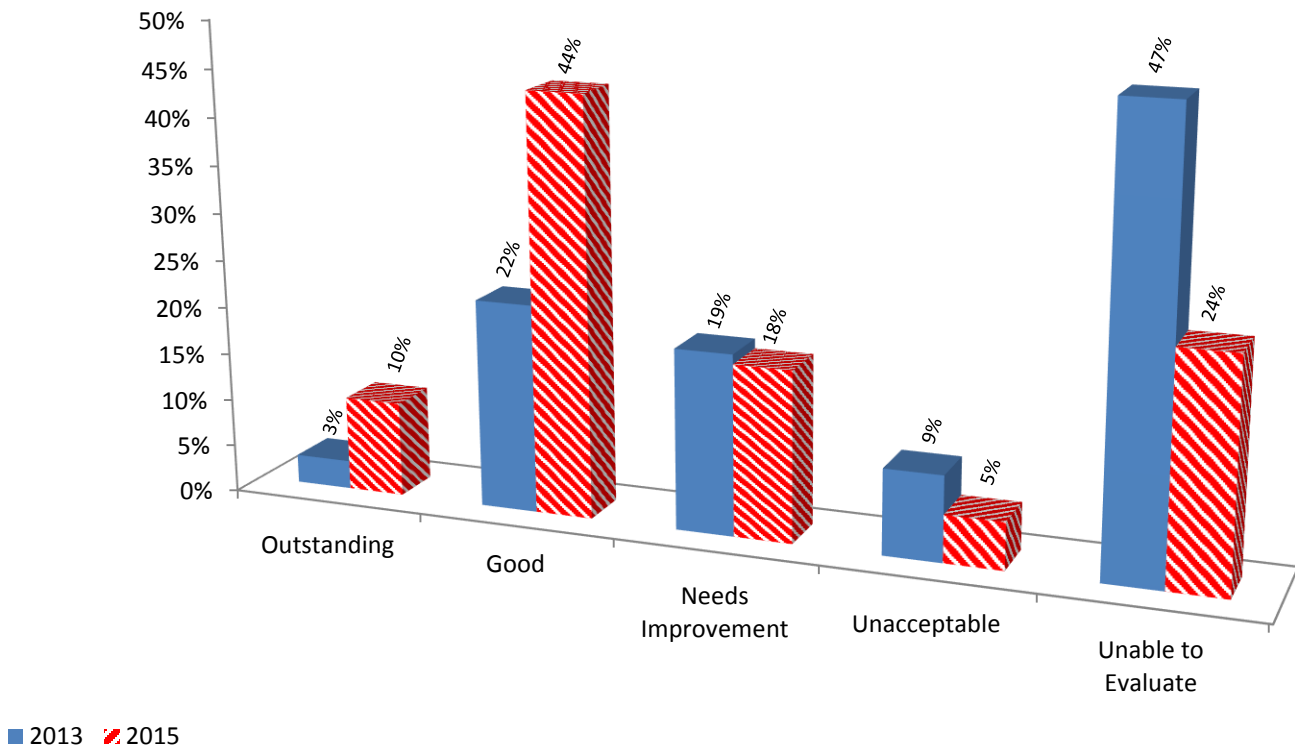
■ 2013 ■ 2015

20. The Board of Trustees delegates full responsibility and authority to the Chancellor to implement and administer board policies without board interference, and holds the Chancellor accountable for the operation of the district.



■ 2013 ■ 2015

21. The Board of Trustees establishes a clearly defined policy for selecting and evaluating the presidents of the colleges.



Comments (each bullet represents an individual staff member's response)

Based on legal advice, some comments which pertain to individual District employees (but not Trustees) have been deleted in order to protect employee privacy. These comments, though, have been considered by the Board, as appropriate, in Closed Session.

7. The Board of Trustees, administrators, faculty, staff, and students work together for the good of the institution through established governance structures, processes, and practices.

- I feel that the Board micro manages too much. If contracts and items have been approved by the Board of Trustees then why do they need to be signed by the Board president? Why can't the Chancellor or acting Chancellor sign them? A lot of items are time sensitive and need to be dealt with in a timely manner.
- A better question would refer only to the Board; those that follow in the sentence also follow direction from the board so why are they included in the question? In order to be most accurate in my response, I am referencing only the board as an entity in my answers.
- Administrators do not always follow established rules and processes. Faculty need a way to respond at the district level when nothing is done at the college level. The student's voice is not heard and their needs not taken into consideration even though on paper it appears that way. Hopefully the BOT can find a way to make sure all this is fixed.
- All have good intentions but each has their own agenda down to the individuals, not just the sites. A clear identity for all sites needs to be established and adhered to by the board.
- As a classified staff member, I am not very involved in Board decisions or processes.
- As a member of the Academic Senate, I feel that there should be better communication and working relationship.
- Board often seems to be out of touch with colleges and/or has its own agenda.
- Communication at all levels needs to be improved. Communication between the District office and Colleges is poor. Decisions are made without consulting or, in some cases, even informing the colleges. There are many silos in the organization which do not communicate well and blame each other when things go wrong. The unions, especially the classified union, are overly aggressive and uncooperative and put their own narrow interests and the interests of their union members ahead of the organization, students and other non-union employees; they do not support the mission of the college. The District needs to reclaim and defend their management rights. It's very difficult for managers and administrators to function in this environment and contributes to poor morale and turnover throughout the ranks.
- Constantly changing rules.
- Executive Administration is not interested in working with the Board. They put the fear of God in people when talking about the Board or when an employee talks to a Board Member. People are sometimes afraid of Board meetings and Board Members. Executive Management makes decisions in a vacuum and refuses to involve appropriate parties. Heaven forbid someone with actual knowledge is asked to participate. Or worse, don't even bother inviting someone and finding out if they have the knowledge to participate. Managers can't always do their job well because of the Administrators, and less so because of Board Members. Middle Managers of tenure are not interested in proactive change. Faculty act with self-interest and manipulate Board members. Students are stuck in the middle and really don't know or understand what's going on, which is ok because they need to focus on student things and studying. This place will never change without taking serious action to change Administration.
- Good job.
- Grade Inflation during past 25 years throughout USA education at ALL levels is continuing @ CCCD. I do not believe we are doing our students acceptable service with such practices.
- I believe after the Accreditation Report was done the first time there was a change in the way the board was working with campuses. I do see a continuous improvement.
- I believe our Board is doing an excellent job meeting the needs of students and staff in these challenging times. They are always willing to listen to new ideas or suggestions.
- I do not hear much from the District.
- I do not know much about the Board of Trustees and feel unqualified to answer this question, but there is no 'do not know' response.
- I don't know.
- I don't think they care about the students at all just the outcome of the SLO's.
- I feel beginning formal meetings with the pledge of allegiance is very important and shows respect for our state and country. At the all campus meeting during the first week of school there was a moment of silence for recent victims or tragedy nationally, but no pledge to our flag. I find this very disturbing. Also, the wording of the question illustrates the focus of Coast Community College District: "for the good of the institution." Our mandate is not for the institution, but for the students. While this point may seem "nit

picky" it represents the subtle tone of a district that is wedded to policy rather than truly caring for students with a meaningful and expanded point of view.

- Many people I know in the District do not find working for the District a creative and positive place for discussing various ideas and points of view. For example, there are still special programs based on ethnicity, i.e. Puente that due to population changes in the community are now biased to the other ethnicities on campus. There is not an openminded environment for discussing how these changes have impacted European American students. Instead the topic of 'diversity' is still used, but has no relevance since everyone in the classroom is diverse, so now there are no 'special populations'. Yet the discussions are still about 'white bias' as if we were working in 1990. The student panel at GWC had no European American male represented. This is extremely biased! Instead, the political focus is on a few people pushing their agendas which often have a skewed and biased perspective. An efficient campus with updated computers and buildings may be something to be proud of, however, while the heart and soul is gutted out the structure of the college becomes the focus. A controlling, depressed leader creates a controlled depressed campus. Lastly, in the past at various times I have been bullied by a handful of colleagues and coworkers. Yet, even after addressing the issues with personnel and leadership there has never been a fair and kind discussion and mediation where the culpability of the colleagues and coworkers actions against me were addressed. Consequently, working for the District is now unpleasant and very disappointing. When a coworker cannot willingly apologize for their wrong actions and there is no mandate for such via college edict, then the campus becomes a bullying, hostile atmosphere, however subtle. In addition to myself, I know several other individuals who have experienced similar negativity. Good, kind people either leave or learn, through being treated with discrimination, to not express their perspectives. All of the points stated above illustrate that there is not a working together for the good of students and college employees.
- I feel like we need to get back to the "How does it benefit students" model. We are so concerned with following procedures, chain of command and proper paper work, that nothing (ok, less) is getting done. I still believe the faculty have the best ideas on how to serve students, however it feels like the administration is less interested in our opinions. I mean yes, you can submit paper work to your IUA, who can submit it to the Dean, who will present it at the appropriate committee, who might recommend it to the President, but there was a time when a faculty member could just stop by the Presidents or vice-presidents offices for a simple conversation. Now I know there are those who will complain that this idea is not "transparent" enough, but a balance can be found. Also, I feel that in the process of "automating" the campus we have lost the "personal touch" that made OCC special.
- I have not felt that the Board has not made decisions that seem to be based on the reality of living in Southern California when it comes to paying wages to the majority of employees. The salaries paid across the board is lower than other community college districts and it is making it difficult to hire quality people to fill open positions. I have not kept up with the Board minutes, for the longest time I did not know that they were posted anywhere. I also find it is sometime difficult to find locate information about the Board on the CCCD website.
- I have nothing to complain about except all of the faculty training workshops. All of them--including Title IX, Program Review, and Blackboard--should be offered online. Those workshops are a waste of time because people are allowed to go on and on without anyone stopping them. The information is more digestible if people can do them online and rewind when needed. Online training also accommodates teaching schedules. PLEASE offer ALL workshops online in the future.
- I really don't know and there was no choice for that.
- I really don't know the answer to this question. I know that a number of the Trustees attend various Coastline functions, particularly Lorraine Prinsky and Mary Hornbuckle. They seem to be very friendly and supportive of Coastline. We appreciate that!
- I think that is the goal of these different groups, but there is no vision aligning them, so it could be better.
- I would like to see business & industry influence more academic and curriculum decisions. Students are graduating with degrees defined by faculty who have zero real-life experience, and business & industry continues to describe the community colleges as marginal to useless.
- I would like to agree with the statement "The Board of Trustees, administrators, faculty, staff, and students work together for the good of the institution through established governance structures, processes, and practices." But this is not reflected how classified is treated or viewed. We are felt to feel we need to be managed by people who have our best interest when they don't even believe that themselves. Also the overall head count of support staff at all levels is very strained. We are vastly under staffed and are expected to do more with less than would be normal at any other educational institution. Most people are overworked while others are allowed to sit around and just take a salary. And why would anyone feel we "work together" and be happy doing their job with no salary increases and our benefits always being held hostage. While all the time at all management levels their increases and promotions are constantly increased.
- I'm not convinced.
- I'm very happy with my new employer, CCC Le-Jao campus, with one exception. I would like to have had some formal training in using and navigating through CCC's computer programs, namely MyEnglishLab.com and Seaport. This has been a serious source of stress to a new hire like me. May I suggest that some seminars be presented on both systems either before or soon after new hires start teaching. Might be a good idea to take each system by itself in more than one seminar, i.e. one seminar deals only with MyEnglishLab.com and another deals with Seaport. Otherwise, I could not be happier with my new employer and the staff at the Le-Jao campus and all the other locations I've visited. Thanks for your time.

- If this survey is intended to rate the performance of the board, the question on how the Board of Trustees works together should be made clear and not included with the work of faculty, staff and students, in my humble opinion. Also, I understand that Board Committees are no longer active. That question should be removed from the survey. (Reference question 4)
- In the Literature and Language Building we have not had adequate air conditioning for days. My students have complained that they can't breathe - in room 116 specifically. I hope you can find funding to fix the problem.
- In theory question 7 is the objective of all parties involved however when communication is not clear, policies or procedures are not followed or followed in a timely manner, it can look like there is a breakdown in effectiveness in reaching this objective.
- It appears that we do not have consistency with higher up positions. Too much turnover.
- It seems as if administrators, faculty and staff are at odds with each other all the time. I don't know where that attitude comes from, but I believe that there must be something coming from the Board that causes this.
- It sometimes seems as though the trustees and senior administrators are above the policies to which other employees are held.
- Lack of leadership to consolidate district athletics and high material/equipment academic departments to save money that can go into having an outstanding ratio of full time faculty to part time faculty.
- More full time hiring.
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- NONE.
- Over the last one - two years the board seems to have turned a corner and is doing a better job of setting policy and being last engaged in the day-to-day operation of the colleges and district.
- Processes in place are too complex and require too many layers of approvals for the institutions to conduct business. Processes are too labor intensive which increases costs. Many manual processes need to be converted to electronic approvals. These processes need to be included in an integrated workflow where the same document does not need to be entered or touched again after the document is processed electronically. Travel/conferences places a large burden on employees to cover the upfront cost to improve skills and gain knowledge pertinent to one's employment. There are options available to cover travel at a lower cost to the district.
- Pursuing a hotel and retail complex demonstrated the lack of understanding of the mission of the college. Time and money that could have been spent on instruction was wasted.
- See other comments.
- Shared governance is no longer the norm. Since the Board moved most intra campus services to the District, I feel that our input is no longer important or wanted. An example would be moving all TSS services to the District without considering the impact on immediate student related services. Campus specific problems seem to be no longer important from the district level.
- Some improvement over the past year. Still work to be done.
- Sometimes Board meetings are too lengthy. When the hour grows late, focus is lost and it is not at all clear that good public policy emerges from these marathons.
- Sometimes it appears that decisions are made in self-interest instead of public interest.
- Student Trustee should be given an official 'VOTE'. There's no point to having a student on the Board to represent the interest of the student body (which we are all here to serve) without giving that person a true vote that actually counts. No one should be afraid to do this because if the policies are being passed with the students' best interest in mind, then a student trustee would surely vote in tandem with the rest of the Board.
- Students interests come first. Colleges are not and were never designed to be corporations and business models...they were and are supposed to be institutions of learning and not making it more unaffordable to go to college. Paying part-time professors to do full-time labor is a means to keep folks from achieving a sustainable livelihood and having the college(s) benefit or reap the benefits of the wonders of teacher's passion and talent.
- The BOT has failed in all fronts and it allows managers to be punitive and that may be because of hiring managers that are unfamiliar with California and shared governance or labor. The BOT is completely disconnected with OCC.
- The Board does not get unbiased reports from negotiations; they only hear what the District team provides and therefore discount what the opposing side has to offer.
- The Board ignores or excludes faculty and committee input on significant issues and includes them on minutia. For example, the Board never asked for anyones input on borrowing \$700,000,000 for new unnecessary construction. The Budget Committee expressed strong opposition and was ignored.
- The Board needs to let the colleges operate and be a policy making body. If the Board centralizes functions it needs to ensure that service provided by centralization is better than before centralization. At the present time that is not occurring...both IT and HR are offering poorer service than before centralization.
- The Board of Trustees has too much power in this district, which does not allow a Chancellor to truly set a direction for the district as he or she is overridden by the board. The board should not have offices or administrative assistants as other districts do not function this way.

- The Board of Trustees works for the good of the Board, not for the staff and students.
- The Board seems to be more student-focused than in the past.
- The Board seems to hear what they want to hear and yet I feel the Board needs to be more available to attend campus meeting or meetings of concerns.
- The above question (Question 7) is misleading, since this survey is supposed to be an evaluation of the board of trustees, and not an evaluation of the performance of faculty, staff, students or administrators.
- The academic senate at OCC is out of control. Can you look into it? Are they representing all of the faculty at OCC? The faculty do not get surveys to see if we agree with their decisions or not. They make decisions without our consent that affect all of us.
- The choices made by the Board are NEVER though to consider any and all possible challenges that would come from or due to any implementation. It feels as if the Board is only working to put bandages on major issues that need deeper long term research and resolution.
- The board operates like a corporation instead of a community college.
- The effort of the Board is there, but there still needs to be improvement. There is much vagueness in the faculty and staff union agreements leads to faculty abusing policies. Many rules are left for open interpretation, which leads to this abuse. So much time is wasted on faculty filing grievances, or not getting work done due to time spent with union reps, and meetings to try to manipulate the language for individual benefit.
- The fluctuation with the Chancellor's position is causing some leadership transition issues; glad to have an Interim Chancellor for a year creating more stability.
- The only problems I'm having as a new-hire at the Le-Jao campus are with navigating the various computer systems used by CCC; specifically www.myenglishlab.com and Seaport.Coastline.edu. as well as tracking the students' attendance in my classes. It would be a great help, in my opinion, if new-hires could attend a few informal sessions somewhere in the district where the IT people could give seminars on navigating the various systems used by CCC. I do very much enjoy working at the Le-Jao campus, despite these minor problems. THANKS!
- The problems the District has experienced over the past ten years (personal knowledge) are a strong indicator that something is not right in Who-ville. The sibling rivalry demonstrated by administrators of the three colleges is nothing short of embarrassing. The Board needs to step up and set an example for the college community. The District needs to stop adding management positions and "promoting" ineffective/incompetent management. Coastline has several managers who have been placed in positions they are not qualified to occupy. Some have arrived from other District sites (incompetent managers in search of a permanent home) and others have been shifted around internally into positions they have not earned and do not deserve. Several of our chief administrators have applied for jobs in other Districts, but no one else wants them so we are stuck with them. The students are not being served. While we dodge the DOE and search for a more student-focused accreditation body, the District should freeze management positions/salaries. In conjunction with the Classified job description survey, all managers should be required to re-apply for positions. We have many Classified staff who are far more qualified to manage and far more dedicated to our students. Some Board members -- and the majority of managers -- are more interested in saving face and padding retirement accounts than they are in serving our students and moving into the 21st century.
- The trustees appear knowledgeable, involved, thoughtful, and concerned with the direction of the college. However, the process of approvals appears to limit the flow of college decisions and may impede local practices from occurring in a timely manner.
- The value of part-time faculty to the academic success of our students is under appreciated and under realized.
- There are too many tiny things which need Board approval. They should delegate more responsibility.
- There is a disconnect between the board of Trustees/"the District" and the OCC campus. The students faculty and OCC administration work together.
- There is a huge disconnect between the BOT and what really goes on at the campus. We have hired right to work state managers or managers from outside California. These managers are arrogant and do not respect faculty or their expertise.
- There is a large concern that the connection from the faculty and students is lost in the shared governance processes that are not fully honored or consistent. Often "forums" where only a few of the regular managers and staff attend one of these specialized meetings and the process of going through the Senate is attempted to be overlooked. There needs to be a much stronger sense of connections overall between faculty, students, management, and the BOT so that we work from the bottom up--in the classrooms.
- There is still a disconnect and lack of trust between the Board of Trustees and the administrators, managers, and staff.
- There is too much unpaid faculty responsibilities without enough faculty to cover everything. More staff should be assigned to handle the committee tasks such as writing up reports, etc.
- There seems to be a lot of resistance of the idea of "the institution" or one institution. The colleges definitely want to retain their own separate identities and practices, sometimes to the detriment of the district. There are a lot of inconsistencies of business practices and interpretation of district regulations and contracts across campuses.
- This is the goal of each group, however the process is complex, and sometimes the informal process interferes and damages the agreed upon process and procedures.

- This seems to be a true/false statement, rather than a question. I assume the question is "How well does..." followed by the above statement.
- Unfortunately, that is not always the case.
- We need better processes for everything Administrative (HR, Fiscal, Banner, Work Comp, etc.). There is a systemic problem and disconnection between the district office and the college campuses. There is a lack of trust between the two locations. This is a good area for the leadership to focus on. I recommend that this is started right away.
- While I appreciate the Board of Trustees attempt to be transparent and to improve through survey responses, I truly have no opinion of your performance. I feel very removed from your efforts to guide the college district.
- While the governance structures exist and all work together, I don't believe the outcomes (and even the process) is for the good of the institution. The structure impedes on the ability for individual institutions to improve in a timely and efficient manner.
- With the steady decline in top administrators in the district it is difficult for this to happen. Way too many important decisions are made that don't seem to travel through a governance process. Faculty and staff more hear about them as an afterthought once the fact decisions are already in process.
- Would be helpful if they responded more quickly to Accreditation writing processes to coordinate schedules with the colleges who are also trying to write Accreditation reports.
- none
- not really enough exposure to comment.

8. The Board of Trustees is an independent policy-making body that reflects the public interest in board activities and decisions.

- It would be interesting for the board meetings to be televised to increase the connection between the trustees and the community.
- Overall this appears to be true.
- As far as I can see the Board of Trustee never consults the public and does what ever it wants. I live in Costa Mesa and have never gotten a survey about any issue. The public out cry on putting a hotel on campus is an example, didn't ask the community and seem shocked by the publics outcry against it.
- As long as it is transparent and clearly communicated with the employees.
- As much as I understand the Board of Trustees.
- Board is improving, but has historically represented only special interests.
- Changes made in the last 18 months have been welcome but slow in coming and it still appears that the Board is more concerned with their control than what is best for administrators, faculty, staff that must comply with their processes.
- Everyone has a personal agenda, this is a bogus question.
- Has gotten better lately at actually listening to community and staff input.
- I am not able to answer these questions.
- I am not really sure I can answer that fairly. I strongly believe the gap between the institution as a whole and the Trustees need to be closer. Which I feel will be the best for the investment of the students.
- I am seeing positive reflections as the leadership of the board improves. There should be an age limit to service.
- I am unclear if the Board members as a body reflect the public interest. They rarely refer to the public interest.
- I don't know
- I don't know enough about the Board's role in this regard to comment.
- I don't know.
- I hope this relates to the working environment such as the air conditioning problems we are having.
- I know that the Board Members don't always agree, which is healthy. But sometimes at the Board Meetings it's obvious the amount of dislike some have for others. They should try better to keep that stuff out of the public eye. It doesn't make staff feel very secure. I think all of our Board Members are well intentioned, but there's politics behind the scenes that I don't see.
- It is important to the district that we see the Board work together for the good of the students even though they may not always agree with each other. I think the Board is working on this and making headway.
- It is in the interest of the public that the demographics of the faculty represent the demographics of the student body and community. Academic Senates on the campuses seem reluctant or hesitant to implement initiatives to increase diversity. The board should support an initiative to diversify faculty population in the interest of the students.
- Lack of support as per VoEd classes.
- Most of the time. Sometimes we hear trustees mention that they did not support a project or direction taken by the board.
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items.

- N/a
- NONE.
- No comment. Completely unfamiliar with its record.
- No idea.
- Not familiar enough with the Board's activities to make a comment. Sorry.
- Perhaps intended as "How successful is the Board of Trustees as an independent..." followed by the above statement.
- Policies need to be more clearly worded in the union agreements of faculty and staff. So much time is wasted with employees meeting with representatives, and with union representatives meeting with deans and managers to interpret individual issues, and work that needs to be done is delayed or left undone.
- Public interest or the interest of large campaign contributors? I think that BOT members accept campaign contributions from some companies with which the district is contracted makes it look like it is not acting in the public interest.
- The President of the BOT is especially good at working with shared governance, but it needs to be more consistent overall.
- Some groups appear to have more influence than others.
- Sometimes they do not seem interested in what we need in the class room.
- Sometimes trustees appear to have personal agendas instead of acting in the best interest of the District and our students.
- Special interests influences certain board member decisions, advocacy, and conduct.
- Spends too much on legal fees!!!! with tax payers money!!
- The BOT is unprofessional and divided between personal agendas and they do not look for the interest of the whole. The BOT needs to monitor waste at the college level. The new Building at OCC is an example of waste and poor design. Once it rained the building was flooded and when architects were asked about this their response was "it does not rain in California." The money drawn from the scams such as Measure C and Measure M--yes scams. Not one penny goes to the classroom instead it goes to fancy and poorly designed buildings constructed by non-union workers who will cut corners at any opportunity. The BOT lied to the public and promised local jobs but outsourced non union workers from right to work states. The only good thing that happened in the last 12 month was the departure of the MOOC-for-profit loving and anti-faculty and anti-labor Chancellor, Andrew Jones. Unfortunately we replace many deans with ones that are just as bad if not worse.
- The BOT lied to the public when they ran bond measures to bring jobs to the city and instead they hired workers from outside the city and from outside the State. Shame on the BOT for not being truthful.
- The Board has been a very bad fiduciary for the public funds it controls.
- The Board is absolutely independant. That's the problem! The Board doesn't even consider the public interest on the big issues that matter. It is NOT in the public interest to put property owners in debt for decades and then turn around and build new buildings that do not add significant new classroom space for student learning. A astronomy building when we only have 2 astronomy instructors? Whose bright idea is that? A retail mall when retail is vacant all over the county? Why? Because our accounting system can ignore the cost of construction and only look at the revenue? This is form over substance. Someone pays the losses, and it's the taxpayer. The Board doesn't care! It is NOT the public's interest to increase property taxes on residents and then build dormitories for foreign students who do not pay those taxes. Why do you do it? Because the dorm fees look like new revenue to the district while none of it goes to repay the debt. It is NOT in the public's interest to fill taxpayer funded seats with foreign students just because the district can "double dip" by also collecting out of state tuition. Local students are disadvantaged when classes are filled and the seats their parents paid for are unavailable. It is NOT in the public's interest to expand Coastline into Golednwest's and OCC's backyard. Coastline was sold as a "College without walls". It was to take advantage of empty classroom space already available in the community for special needs of employers and others. It was NOT supposed to build beautiful (read expensive) new building on prime realestate overlooking the ocean, in direct competition with facilities built by the other campuses.
- The Board of Trustees is self serving and self imposing and exceeds their authority beyond the role they have been 'elected' to fill within the District.
- The Board of Trustees make policy that reflects the best intrest of the Board of Trustees only.
- The Board tends to listen to it's Administrators, but fails to listen to faculty representatives. There is no way for the faculty to present contrary facts or positions except by publishing Negotiation Updates. There should be some way that the Board can receive facts in a fair and complete way. Suggestion: Create an ombudsman position who can present ideas in an unbiased way.
- The best interested of the public is well served when the support staff is respected and paid justly.
- The board is doing a better job of this but it is clear that individual members are still not independent of outside union influencers and have pet projects and programs that they will over emphasize.
- The board of trustees appears to be a rubber stamp for individual college administrators' agenda, regardless of whether or not the activities of these administrators serve the best interest of the institution and the tax payers who fund these institutions. The board of trustees, through the Chancellor, fails to serve as a watchdog against unethical or illegal conduct that may be occurring at the institutions that fall under its governance. It has in fact turned a blind eye to very egregious behavior on the part of administrators at some of the institutions under it's charge, and has continued to accept as the norm, an educational and work environment that is

overtly as well as covertly hostile towards specific racial and ethnic groups. A quick review of the organization's own statistics regarding student, faculty, and employee diversity at individual institutions govern by the board would attest to this. In summary, the board takes a hands-off approach to governing and serves as a rubberstamp for the institutions that falls under its authority, while turning a blind eye to serious issues such as racism and sexism that continue to plague the institutions within the district.

- The board tends to focus on what it would like instead of having the pulse of the actual surrounding community and student needs.
- The public interest is not clearly defined, and can at times create manufactured havoc.
- They make policies that benefit them. Faculty get the short end.
- They seem to be more and more independent policy makers. There have been recent policy decisions that have only come to light after the fact, without open discussion, etc. An example would be the new policy about full-time employees taking on additional 40 hour a week jobs outside of our district work schedule. Perhaps if I was making a salary above the poverty level after 17 years with the district, I wouldn't have to take on other employment. Also, why should they dictact how I spend my time outside of my work assignment.
- This is a statement, not a question that can be evaluated.
- This is the best Board the district has had. They listen when faculty and student speak.
- Too often the BOT discuss and vote on issues based on political and personal biases. They should be better are keeping the students in mind and spend less time being cranky and disagreeable towards each other.
- Transparency is not quite there.
- Trustees are not always acting in the best interest of the individual colleges. We are not the same.
- Two very self-serving members.
- We don't know all the background and facts, so it is very difficult to answer this sort of question. Too much happens off the books. This District has far too many lawsuits (that I know of) because HR/upper management has been horrific over the past decade. Coastline had a long-term HR manager that made the rules up to suit personal agendas, and was followed by two grossly incompetent untrained HR managers who addressed virtually nothing.
- While there has been improvements personal politics often influences voting.
- You need to quit building stuff and direct he money to full time instructors and quality education. Newport? A bad decision with measure M \$
- it is getting there, they have taken huge steps in the right direction.
- n/a
- none
- not convinced

9. Once the Board of Trustees reaches a decision, it acts as a whole.

- ??? Not sure
- Again, I am not sure how unified the Board of Trustees as a whole is.
- Again, it is getting there.. some of the board members that seem to be out of step with the majority act out when they do not 'win' their vote -- so would like to see this change even more so.
- Check the newspapers for quotes; uniformity in action is still not quite there.
- Confusing statement, perhaps clarified by the preface "How do you feel that..." followed by the above statement.
- Decisions are made in a vacuum without dialog with faculty and only siding with corrupt managers.
- I am not able to answer this question.
- I assume so but don't know
- I can think of instances in the past when this wasn't the case. Perhaps that has changed, so I will select the "needs improvement" category.
- I do not have information on this aspect but I would think that the board would act as a whole once they reach a decision.
- I do not know because I have not seen the minutes from their meetings.
- I do not know much about the Board of Trustees and feel unqualified to answer this question.
- I do not know.
- I don't know enough about the Board's role in this regard to comment.
- I don't know.
- I feel that there is some "strife" for lack of a better word.
- I've seen some silly arguments among the Board members. It's sort of sad and pathetic to see divisiveness at that high level of leadership.

- It seems like they don't act like a team.
- It's gotten better in the last 3 years.
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- N/a
- NA
- NONE
- No comment. Completely unfamiliar with its record.
- Not always. Too many obvious hurt feelings especially when Trustees make decisions and one or two disagree. Very unprofessional. Decision making should not be personal.
- Not familiar enough with the Board's activities to make a comment. Sorry.
- Once again, all indications are that the board of trustees serves as a rubberstamp for the administrators who run the individual institutions.
- Personal relationships continue to influence board behavior.
- The BOT argues and argues and it is obvious it is divided as a 2 to 3 BOT. The BOT is not professional at all and does not provide an example to follow.
- The Board has public squabbles, and that promotes an unprofessional appearance. It appears that some Board members never forget previous positions taken by the Board, and hold grudges.
- The Board is and has been fractured for a long time.
- The Board is working on this and they do appear to be trying to represent the office collectively once the vote is taken; however to certain individuals, dissent about situations still occur. There are relationships that have been established over time that are not the most trustworthy for our Board members. They voice their displeasure and then that is shared with others and soon the concern or discussion is out among the masses and undoubtedly distorted from the original conversation. They need to trust the individuals within their office and not those of constituency groups who they feel they 'need' in their corner. These individuals are NOT in their corner.
- The Board members don't agree on every issue, nor should they necessarily. When it comes to supporting the administrators in performing their functions without interference, they should be unanimous. However, some of the Board members seem to represent special interest groups, such as the unions, rather than the public, taxpayers, and students in some of their actions, for instance in not terminating employees who have violated Board policies, are ineffective, inefficient, derelict in their duties or have broken the law.
- The Board seems to be working more collegially than in past years.
- The board members are fragmented.
- The board seems "split" on too many issues.
- The continuous 3/2 splits and petty arguments are embarrassing.
- There are managers and staff around here that refuse to let the past go and start making things up in their heads. They make people BELIEVE that the Board is NOT acting as a whole based upon some drummed up scenario. This behavior exacerbates the problem. Administrators don't trust anybody, but they blame Board Members. There is more support of external third parties than support for internal staff. At some point, someone needs to be strong enough and say stop... this behavior isn't happening anymore.
- There has been obvious in-fighting within the Board Members.
- There is always an underlying current of finger-pointing and dissatisfaction.
- This has been a area of great improvement for the Board.
- This is a statement, not a question that can be evaluated.
- Trustees need to be ore respectful of one another.
- Unable to rate this
- Unknown to me.
- While there has been improvement, it is still a bumpy ride.
- n/a
- none

10. The Board of Trustees advocates for and defends the district as a whole and protects it from undue influence or pressure.

- ???? Not sure.

- Again, there are issues with some who once they 'lose a vote' continue to advocate for their losing side and special interests that 'side' stresses instead of working to lead for what is best for everyone.
- CCCD BOT seems blinded by a few OCC faculty and their unacceptable {IMO} tactics to achieve their personal agendas, namely as much LHE as possible with as few hours invested as possible and to charge each of their students for marginal quality materials. Also, these individuals are very unkind to those "in their way".
- Confusing statement, perhaps clarified by the preface "How do you feel that..." followed by the above statement.
- Except for the faculty union. They influence a lot and I think they misrepresent things to Board Members. Some of our faculty are bright people, but truly mean people. Some put on an honest face to the Board, but outside of the Board room, absolutely mean.
- Hopefully
- I assume so
- I do not believe this to be true.
- I do not know much about the Board of Trustees and feel unqualified to answer this question, but there is no 'do not know' response.
- I don't know enough about the Board's role in this regard to comment.
- I don't know.
- I guess.
- I have no idea
- In the 15 years I have been at GWC, I have never had the Board take actions to defend the college. Sadly the Board also does not promote GWC to the community.
- It appears the faculty union may have an overstated role in the decisions made by the BoT.
- It often overreacts when challenged with social concerns; it seems only interested in protecting the District from financial loss, but forgets the impact that decisions can do to morale of the employees of the District (e.g., overreaction in making each employee "mandatory reporters" of sexual misconduct)
- Money is the undue influence. Too many administration position are created. Cut that garbage and fund faculty hiring.
- NONE
- No comment. Completely unfamiliar with its record.
- Not all Board Members are equally supportive to all three colleges in the district. Board members represent and advocate for the District. The Coast Community College District is composed of three colleges--Coast, Goldenwest, and Coastline--each college should be acknowledged and supportive for their contributions. Board members should not voice opinions or suggest restructuring that may put any college on the defensive or in a position where they have to defend their position and role in the district.
- Not familiar enough with the Board's activities to make a comment. Sorry.
- Not sure this is true
- Some trustees do so. Others divide and improperly try to exert influence based upon relationships.
- Sometimes, the Board thinks only of possible lawsuits and forgets the ethical reason for actions. E.g., Mandatory Reporting, where liability drove decisions rather than considering negative aspects of forcing professors to do what is not really mandated in Sexual Misconduct legislation.
- Still evidence aplenty that the Board has it's own "turf wars" going on. If they would behave as a professional, vested-in-the-district Board, there would be more innovation and positive risk-taking to improve the student experience at Coast District and the employee experience too. Further, perhaps there would be more applicants for the Chancellor position: it's quite clear that Coast District now has a reputation of a Board that is not easy to deal with.
- That may be correct, when viewed from the standpoint of the board defending administrators accused of wrong doing by utilizing taxpayer resources to conduct phony investigations aimed at exonerating administrators from wrongdoing.
- The Board caved to union construction on the new math & business building after promising not to. This was dishonest and contrary to the taxpayer's best interests. Trustees are "entrusted" to be the only one looking out for the efficient expenditure of their tax dollars. Who needs "Trustees" that prove unworthy of trust? Truly, you have embarrassed me and the whole district, with your waste and arrogance.
- The Board fluctuates on acting for the best of the District depending on what constituency group is most vocal and threatening to their elected seat.
- The Board needs to advocate for everyone not just be in defensive mode trying to defend management and illegal practices and unjust treatment of people and procedures.
- The Board of Trustees defends and advocates for what is in favor of the Board of Trustees and each Board members defends and advocates for the best interest of their personal agenda.
- The Board of Trustees does defend the District and works closely with the Interim Chancellor.
- The Board puts GWC and OCC over CCC in it's decisions.

- The Neutra pressure movement to preserve buildings is overblown and lead by a small group that really does not represent the public nor even the most innovative architects in southern california. Remains to be seen how the Board stands up to this.
- The continuous 3/2 splits and petty arguments are embarrassing.
- The only undue influence that the Board seems to be bombarded with is the will of some of the Vice Chancellors, who seem to want to run the District and all three colleges.
- The question implies that the most important thing is the "district as a whole" when the most important thing should be the colleges. The BOT should "advocate and defend" the colleges from "undue influence or pressure". The District shouldn't drive the colleges, the colleges should drive the District.
- The seems that the board makes a lot of decisions under pressure or fear.
- This is a statement, not a question that can be evaluated.
- Too much cheerleading and not enough real assessment. Settling multiple lawsuits out of court does not define progress or muster support. In private industry, admin and managers of incompetent units are replaced. The Board needs to protect the public and our students by refusing to support gross incompetence. When administrators make huge mistakes (like incorrect calculation of FTEs and over generous sharing of (false) profits with other colleges) -- those administrators need to be either fired or demoted to low-level Classified positions. The District also needs to address severe abuse of hourly staff. We over-pay our managers and IT staff while savaging our students with ridiculous textbook prices and embarrassing websites.
- We often empower the complainers and let them have their way. It's like we just brush the problem off, so they won't complain. This leaves a chain reaction of certain employees who think they can get their way simply by pressuring staff and administrators through union reps, and other employees supporting their cause. The same amount of time that employees spend on working their way around the rules and policies could've been spent making productive work for the District.
- Would like to see more push-back against State-made policies and changes that are counter-productive to our students, faculty, and instructional departments.
- n/a
- none

11. The Board of Trustees establishes policies consistent with the mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them.

- This should never be the case. How would someone who is never in the classroom be ultimately responsible for educational quality?
- ???? Not sure
- A couple of the trustees appear to "pander" to the unions.
- Again, it is getting there -- very pleased to see the change the last 2 years.
- Again, the decisions seem to be less about "How does it benefit students", and more about outside pressure and fear. However, this may be necessary to protect the district as a whole.
- Confusing statement, perhaps clarified by the preface "How do you feel that..." followed by the above statement.
- Given the general lack of confidence in the ability of the board of trustees to be fair and objective, I will not rate this question otherwise, unless proof of this claim can be found.
- I assume so
- I don't know enough about the Board's role in this regard to comment.
- I don't know.
- I feel like the board forgets that the college is at its core a learning environment, not a commodity or function of special interests or trustee pet projects. If trustee Grant spent a fraction of time that he spends advocating for the sailing center or planetarium, instead- furthering instruction or improving the student learning environment, we might make greater progress at our college.
- I guess.
- If anything, student learning programs are excessive, so yes, they provide more-than-necessary resources.
- Lack of concern for VoEd.
- Management as a whole works hard to make revisions and updates and presaw the lightsent them to the Board for consideration.
- Managers are telling faculty how to teach and what to teach and dictating what faculty must do. They ignore faculty purview and are extremely disrespectful. The working conditions are by far the worst ever.
- My students say they cannot learn in HOT classrooms like Lit and Lang 116 with NO AIR coming out of the vents at all. Truthfully, it's the worst working conditions I've ever experienced at OCC. Usually the rooms are very decent.
- NONE

- Need to continue to allocate more money for fulltime faculty. Way too much burden currently resides on the sparse fulltime faculty in some departments.
- No comment. Completely unfamiliar with its record.
- Not familiar enough with the Board's activities to make a comment. Sorry.
- Policies are going back to being out-dated again.
- Quit saying it and actually do it.
- Resources are always the issue. We, as a district, do a great job investing in our assets (cash, property, technology)but we don't invest in our human capital. We lose good people to better paying districts and it hurts us. It's expensive to re-hire and re-train and re-establish an area after the loss of a really good staff person or manager. Professional development needs to be a focus. We hire people (especially managers) and send them into their offices with very little training and little or no mentoring. It can take up to 2 months to get computer access! We need to value our human capital as much as we do our facilities.
- Some policies are clearly linked to this goal, some loosely related, some interfere with these goals, because some of the provisions of the current collective bargaining agreements favor employees over what is best for students.
- Sometimes
- The BOT needs to look at the long wait-list students and ask the Presidents what are they doing about it. Do we need to add more classes in some areas? Do we need to hire more faculty? Do we need to not offer some classes if we only have 12 students enrolled in them?
- The Board has had issues with integrity in the past. New Board policies have been written but often not followed.
- The Board needs to find a way to be sure the leaders on campus achieve this goal. This is not happening on the college campus.
- The Board policies and procedures are good in themselves, however some are outdated and some are selectively not enforced as they should be, for instance the Board policy on ethics.
- The Planetarium project (and other Measure M building projects at OCC) should be fought for and allowed to move forward as originally planned, totally unaffected by special interests from elsewhere who want to save the horrible old buildings that stand in the way of progress. We owe it to our students to give them state-of-the-art facilities for the sciences, not poor examples of a fairly obscure architect's work (who may not have even designed them). We should strive for excellence, not mediocrity. So, if the special interests want those old buildings saved, let them haul them away, brick by ugly brick, and put them on their own property.
- The admin here on OCC campus doesn't act like it is a school, and they don't seem to care about the students. They care about the SLO's only, but don't give the necessary support to the instructors or the students.
- The full-time to part-time ratio of classes taught is outrageous. Absolutely no one with any idea of what it is like to teach a class thinks that having an overwhelming majority of classes taught by part timers in many departments is a good idea. The consensus in all quarters related to teaching is simple: hire more full timers and have a healthy ratio of full-time to part-time instructors. Some departments have their full-time faculty outnumbered three or four to one. That is unconscionable for a district that wants to take itself seriously regarding student success. Office hours, being at a single campus, teaching classes consistently, having job security, having benefits (as if someone out there cares for you as a human being and cares about your well-being), and being part of a department that makes you feel at home are vital to giving faculty the platform for ensuring student success. If that's not obvious, ask yourself if you would want your own child taught by someone whose pay is less than a fast food worker's, whose job security is non-existent, whose duties to your child as a student END the moment the class ends (no office hours, no required meeting with students, no requirement to even CHECK or ANSWER student emails). Make part-time faculty into full-time faculty, and suddenly your child gets the care and attention they need to grow from an instructor who has pride about his or her job, who feels like the campus is supportive of the very mission statement the Board of Trustees seems to think matters. How could there be any other answer to this?
- The rewriting of board policies and administrative policies has been a huge effort and the board and all participants should be commended.
- There are not enough full-time faculty to cover the most important departments on campus. Not enough money is being spent on new full-time faculty.
- This is a statement, not a question that can be evaluated.
- Trustees keep our hands tied and often make our jobs harder.
- Undue influences from all Unions.
- Was a little scary when a previous chancellor saw dollar signs and wanted to privatize some activities, or 'monetize' them I should say. Glad the BOT saw the light, and we have moved forward as a public institution.
- We always hear that our mission is to serve the students, which is of the utmost importance; however, the Board of Trustees needs to lead by example and use their 'influence' to demonstrate that that is their true mission as well. Too many people within the District as a whole are acting on their own behalf for their own self interest and not as a collective good to support student success.
- Listening to individuals speak about our students and watching their actions being different from that expectation is disheartening. Unfortunately, this is not a Board of Trustee only problem, it exists within all levels of employee and within all departments and divisions - even those that are truly student focused.

- none

12. The Board of Trustees has the ultimate responsibility for educational quality, legal matters, and financial integrity.

- There appears to be lax and inconsistent procedures and practices ensuring faculty meet minimum qualifications and equivalencies. Differing practices and standards across campuses lead to the question of why is one faculty approved at one college, but not another. Shouldn't the standard/evaluation process be the same to ensure the highest quality of instruction for our students? The board needs to assist in ensuring staff and faculty don't have assignments beyond their regular load to the point where one questions if the person can do justice to their regular assignment. There seems to be an abuse of overload and additional assignments. Deliverables from faculty sabbatical leave aren't always turned in. It seems to be a waste of district funds if rules established with regards to sabbatical leaves aren't followed or enforced.
- It appears that regarding legal matters "risk" for the District is an interesting word. Does legal counsel advise the Board regarding "risk" as in legal risk factors such as getting sued, risk because something is unsafe, unhealthy or wrong in regard to policies, procedures, guidelines or regulations. Or is "risk" viewed as a "potential risk".
- ???? Not sure
- A couple of the trustees appear to "pander" to the unions.
- Because of the ACCJC results, Administration has convinced Board Members that they are crossing operational lines. While the Board is supposed to GOVERN and not OPERATE, I think our Board has completely stopped being involved. I don't think they really understand where to draw the line and when it is appropriate to be involved. Then it becomes, "well, we are trying to trust the Chancellor." The Board should have ultimate responsibility, but needs the info to have the responsibility. But, they don't trust the info being brought to them. The Board needs to hire Administrators that will bring about positive change, whom they can trust.
- But the Board and District office still needs to listen and hear the faculty from all schools. The faculty drive the school. We need to be sure that they are heard and not leave anyone behind. The classifieds are ignored and they need to be included in decision process.
- Confusing statement, better prefaced by "How well do you feel that the Board of Trustees handles its ultimate responsibility for..."
- Educational quality comes from robust hiring of full-time faculty. You want to take a really good teacher and make him or her great? Hire them as a full timer.
- Excessive legal costs.
- Financial integrity....inflated salaries??
- Financial integrity...is there a reason our brand new building leaked in the first rain? Some concerns about specific developers, and a hope that the board maintains integrity in bestowing lucrative contracts.
- Getting their, they have in the past over stepped their bounds of allowing key staff / managers to do their job to implement the policies, but still needs to move forward beyond current status.
- I agree the BOT has these responsibilities; however, their under-weighting of educational quality to achieve financial integrity needs some rethinking.
- I do not know much about the Board of Trustees and feel unqualified to answer this question, but there is no 'do not know' response.
- I do not know that they do.
- I don't know enough about the Board's role in this regard to comment.
- I don't know.
- I guess.
- I think this question is flawed and should be posed as whether the board handles this responsibility in an outstanding, good... etc., manner.
- Imbalance in allocation of authority and operational responsibility from board to executive leadership remains substantial. Improvement has been noted.
- LOL. This responsibility goes to their heads sometimes. They spend more money on ridiculous things and processes.
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- NONE
- Needs to always be collaborative with faculty and students.
- No comment. Completely unfamiliar with its record.
- No, the district financial aid, computer systems and finance dept. are a mess.
- Not familiar enough with the Board's activities to make a comment. Sorry.

- On paper yes. However, it seems that the Board listens to consultants and lawyers more than their own staff including the Chancellor and Vice Chancellors.
- Perhaps they legally do, however, the Board seems to delegate this to the campuses.
- Regarding quality, really difficult for the board to know grass root problems throughout the district. Board members should ideally meet with faculty at the department level, not even at the division level. Much of the education in the district is top notch but some very poor, especially at Coastline but every campus has some issues. Legal matters seem well taken care of.
- Should not have allowed the recent I.T. re-org (including demotions) to occur the way it did, and should be doing more to insure that employee contracts are adhered to. A contract is a legal document. There should be no need for constituencies to have to bring legal action over contract violations because the District should not be allowed to violate them in the first place. And contract ratifications should also not take years to happen.
- That's a real can of worms. Our educational quality is pretty bad if recent DOE visits are any indicator. The District takes a business-as-usual, pay-them-off attitude instead of solving the problems. This is a legal disaster. The financial integrity of this District is constantly assaulted by overspending on poorly prepared marketing materials and grandly catered meetings. Continuing to give raises to incompetent admin and management is abusive of fiduciary responsibilities.
- The Board has taken a stance on no or little raises. It is based on faulty information supplied by Administrators who are padding certain accounts.
- The Board of Trustees should not have ultimate responsibility concerning legal matters and financial integrity based solely on the fact that they do not serve these areas without prejudice for their own personal gain.
- The board of trustees does have responsibility for these matters. The question is whether or not the board is fulfilling these responsibilities adequately.
- These campuses are more than transfer colleges.....we serve the public. Please don't forget them.....and the specialty course we can provide.
- They do but should they? To what extent do they listen to the faculty of the 3 schools? Clueless
- They seem to be part time workers doing part time work. The involvement of many aspects in their decision making processes is questioned more often than accepted.
- This is a statement, not a question that can be evaluated.
- This is a statement, not a question. If the question is, does the Board exercise responsibility in these areas, I would say generally yes, with the exceptions previously noted. The educational quality seems to be high. I haven't been impressed with the legal representation of the District. The District should employ an experienced public/education law firm. The District seems to be recovering from its financial stability. I hope that there is careful planning to make sure we don't get in the same situation we were in before.
- This is a true/false question and may not be answered by this Likert-Type answer.
- This is all true: "The Board of Trustees has ultimate responsibility for educational quality, legal matters, and financial integrity" but they only get one-sided view from extremely corrupt and dishonest managers. The public should know how their taxes are wasted and not used as it should be. Shame on the BOT.
- This is an odd item to rate. What am I rating here? Am I judging the quality of how the Board of Trustees wields their "ultimate responsibility"? This item is not written well.
- This is true and should be lived up to.
- This is true.
- Too much wastage with Measure M funds.
- Who knows. At CCC we have an administration that is constantly turning over. We have a revolving door for Chancellor of the District. The Board needs to pick better Chancellors.
- Yes but I don't know how well they carry this out
- does that mean the Board backs the district in all matters? What are our legal bills?
- n/a
- none

13. The Board of Trustees acts in a manner consistent with its policies and bylaws.

- ???? Not sure
- As said earlier, the board is simply advisory and should not have as much power as it has in this district.
- Do not know.
- Does this mean rate how well the Board acts in a manner consistent...?

- Failure to demonstrate objectivity and fairness in issues of critical importance to creating a harmonious, racially and ethnically balanced educational and work environment leads me to believe otherwise.
- Getting better, more to do.
- Good that policies have been updated, though the blitz to do so was a bit of a whirlwind. More input should have been solicited.
- I assume so.
- I don't know enough about the Board's role in this regard to comment.
- I don't know, no communication.
- I don't know
- I think a lot of progress has been made on this count.
- I think the BOT tries to do the right thing. Unfortunately they are surrounded with dishonest and corrupt persons.
- I think they try and mostly succeed.
- Like my dad used to say: "Do as I say, not as I do-do."
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- NONE
- No comment. Completely unfamiliar with its record.
- Not familiar enough with the Board's activities to make a comment. Sorry.
- There are 2 that seem to not agree with this statement – too bad.
- Since it controls the policies...why wouldn't it?
- So they should!
- Sometimes.
- The board regularly violates and/or manipulates policies and procedures.
- The continuous 3/2 splits and petty arguments are embarrassing.
- The process by which the BoT evaluates policies and bylaws is excellent.
- The recent college surveys have demonstrated that the Board often does not follow its own policies.
- They have to or else, if discovered otherwise - they would be kicked off. This question just wants to give the board a pat on the back - it doesn't offer insight into how they work.
- This is a statement, not a question that can be evaluated.
- This is not apparent.
- Those surveys were sent out in such a flurry that the exercise becomes meaningless.
- Unknown to me.
- could be alot better
- n/a
- none

14. The Board of Trustees regularly evaluates its policies and practices and revises them as necessary.

- I don't know, no communication.
- ???? Not sure
- A lot of revisions seem to have occurred.
- Again, does this mean rate how well...?
- Clueless - no institution does this unless there is concern that outsiders have insight that something is afoot.
- Ditto--much progress here.
- Do they? I don't see any processes/schedules documented on their website to show this.
- Getting there!
- I am yet to see the results of this claim.
- I assume so
- I believe this happens
- I certainly hope this is true.
- I do not have information on this aspect but I believe that they would regularly evaluate their policies and practices and revise them as necessary.
- I don't know enough about the Board's role in this regard to comment.

- I don't know.
- I don't know. I know that ACCJC had a lot to say about Board Policies that needed to be changed or updated.
- I feel certain, based on my exposure to the day-to-day management that I have experienced, that the Board is doing an excellent job in every department.
- I have no knowledge of this so cannot comment here.
- It appears that the Board has others do this rather than tackle this themselves. Shared governance committees should not be solely responsible for evaluating and rewriting policies and practices nor should Vice Chancellors. The Board should do this work. I am not confident the Board even reads the policies before the board meetings.
- It is getting better now that two accreditation visits have slammed the board, It appears that some of you are really, really trying. Thank you!
- It revises them, but not based on input from all areas first. We get the new policies and changes sent to us via email after they've been changed, and we're never sent the final versions after we've made our comments. Also, most of the policies are written as if they were for a group of employees in a corporate office, whereas the college environment is very diverse. Arts and fashion and athletics and dance and law enforcement are all examples of areas that don't operate like a corporate office. Their hours of operation are all over the map, the type of projects and conduct of the staff and students are different than in an office environment, and the way they need to operate to match their industries and properly train students cannot be achieved with the kind of restrictions and verbiage set forth in these blanket corporate-style policies. Somehow, the diverse programs are left out of the mix when coming up with the language for the policies.
- More of the same.
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- NONE
- Not familiar enough with the Board's activities to make a comment. Sorry.
- Some policies are outdated; I understand they're under review.
- Sometimes.
- The BOT has done zero to improve and they continue to bring bad fits to the District. Some examples: Andrew Jones (thank God he is gone).
- The Board has been actively reviewing, evaluating and updating policies throughout the District.
- The Board has done a great deal of revising of Board policies and procedures during the last two years.
- The Board is working on this issue but I do not think that in the past that they did this on a regular basis so many of our policies and practices are out-of-date.
- The Board of Trustees regularly evaluates its policies and practices and revises them as necessary. - this area needs some substantial work.
- The n/a.
- The responses would work better if they were strongly agree, agree, neutral, disagree, strongly disagree or to that nature.
- There is a whole mission dedicated to this I think because of the accreditation report. But they also look at the policies that are specific to Board Members. I remember seeing some of these on the agenda a time or two.
- They have an adopted timetable which is current.
- This currently seems to be a bit more strategic and consistent. Thank you reviewing the various policies and updating as needed.
- This is a statement, not a question that can be evaluated.
- Unknown to me.
- We all did a great job getting all those policies through revision. Acknowledgment needs to be paid to the campuses for the work they did in getting constituent input (integral for ACCJC). It was a team effort - lots of people behind the scenes ensuring that they were properly revised with constituent input.
- and getting better....
- n/a
- none
- only as a result of accreditation problems

15. The Board of Trustees has a program for board development and new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.

- ????? Not sure
- Again, I really don't know about this.

- Did not find this information online.
- Don't know (2 Counts)
- How would one know this? No evidence of this that can be viewed on the District website.
- I am not aware of this program.
- I am unaware of this.
- I am unfamiliar with this so I cannot respond.
- I am yet to see the results of the above-mentioned program.
- I assume so
- I do not have information on this aspect of the board.
- I do not know anything on this topic
- I do not know
- I don't know about this either.
- I don't know enough about the Board's role in this regard to comment.
- I don't know the answer to this question.
- I don't know what it is, so I guess I can't say it's good or outstanding, and I have no way of knowing if it needs improvement.
- I don't know.
- I feel certain, based on my exposure to the day-to-day management that I have experienced, that the Board is doing an excellent job in every department.
- I have never heard of this program nor have I seen evidence of new member orientation. Board members should have term limits. Our Board could benefit from some renewed strength and a fresh outlook on the possibilities of CCCD and what we do have to offer our students and the community.
- I honestly do not know.
- I'm not really aware of this program so I didn't rate it.
- I've never heard of this, so it should probably be advertised more.
- If I'm not convinced that the current board members are operating correctly, how could new member orientation be effective
- Is this really true
- It seems like once someone is on the Board, they remain on it for life. The District has not recovered from the horrific Board issues ten year ago. The slander and selfishness of the Board infighting back in 2006-2008 or so is still resonating in the community.
- Makes sense that it would be important to maintain stability--as long as the new members don't allow themselves to be unduly influenced and indoctrinated.
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- N/a
- NONE
- No idea
- Not aware to rate.
- Not familiar enough with the Board's activities to make a comment. Sorry.
- Rate the program?
- Seems that there is very little turnover of the Board and this is a problem.
- The board's behavior when talking about the board retreat at the board meeting was unacceptable.
- This is a statement, not a question that can be evaluated.
- This is probably happening?
- This only works if it enables new members to maintain their own perspectives. But if this indoctrinates the newbies to the ideology of the sitting members then this is subtrafuge.
- Unknown
- Who knows, and who cares!?
- don't know about it.
- None
- ok that's good, but I as an employee and a member of the community had no ideal.

16. The Board of Trustees' self-evaluation processes for assessing board performance are clearly defined, implemented, and published in its policies or bylaws.

- ????? Not sure
- Again, I am not sure about this.
- Again, this ought to be the case
- Area of real growth for the last 2 years. On schedule.
- Don't know (2 counts)
- How would one know this? No evidence of this that can be viewed on the District website.
- I assume as much.
- I assume so
- I do not know.
- I don't know, no communication. If they publish it in its policies or bylaws that's doesn't communicate it to the public.
- I don't know enough about the Board's role in this regard to comment.
- I don't know the answer to this question.
- I don't know.
- I don't see any bylaws on the website.
- I feel certain, based on my exposure to the day-to-day management that I have experienced, that the Board is doing an excellent job in every department.
- I imagine their processes are available, However, I am not currently aware of their self evaluation processes.
- It is great to be able to provide feedback to the Board of Trustees in their evaluation process; however, with every employee of the District provided with an evaluation, there are goals attached; what are the Board of Trustees' individual and collective goals? How well is the feedback provided accepted by the Board and what action can we expect them to take upon receiving good feedback and areas of improvement? We receive this opportunity to provide our feedback; but don't hear about next steps or actions to be taken nor do we know how the Board resolves issues and concerns that are brought to their attention.
- It might be published but I cannot swear that they honestly evaluate themselves or is used properly.
- It would be wonderful to see more surveys like this one as a mechanism of self-evaluation.
- More lip service.
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- N/a
- NONE
- No idea
- No institution is going to truly self critical if it wants to perpetuates itself. This is another loaded question.
- Not familiar enough with the Board's activities to make a comment. Sorry.
- Seems clear. The opportunity for everyone to contribute is appreciated.
- Self-evaluation? Really...
- The board is moving is improving after two miserable accreditation visits.
- The board's self evaluation excludes input from the local community and from employee groups. This taints the evaluation by limiting assessment to only the board.
- These questions are extremely misleading, and designed to engineer a specific outcome. They do not allow for any real evaluation of members of the board of trustees.
- This is a statement, not a question that can be evaluated.
- This survey on board performance is a joke. The questions are all geared towards yes or good responses. Superficial questions. You're wasting our time, again! Typical of board process requirements.
- Though there has been a Board policy for many years about self-evaluation, it has not been consistently compelled. When it has been done, the results and any actions taken based on the results have not been shared in an open and transparent manner.
- True or False?
- Unknown
- Unknown to me.
- n/a
- none

17. The Board of Trustees has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its codes.

- This does not always appear transparent.
- ?
- ???? Not sure
- A written "code of ethics" is the last protection. Wasting vast sums of taxpayer money is not ethical behavior even if the code doesn't prevent it. Rents in OC are already extraordinarily high. By adding to that you are driving out residents. Then who do you plan to teach?
- All boards have policies. A better question would be if the board abides by their policies. Not that they have policies.
- Don't know.
- Has a code of ethics, but not all Board Members are held to that standard.
- Haven't seen any evidence of this
- How the board has dealt with the last two chancellor's was racist.
- How would one know this? No evidence of this that can be viewed on the District website.
- I am confident that they have a code of ethics that includes the policy for dealing with behavior that violates its code.
- I am not pleased with District acceptance of some behaviors.
- I assume so
- I do not know how well they follow it.
- I do not know that much about this topic.
- I don't know enough about the Board's role in this regard to comment.
- I don't know, no communication.
- I don't know.
- I don't see any process for removal of a Board Member... maybe there is a law that prevents that and censure is all that can happen. Maybe if it is referred to GC or OC something else happens... not sure.
- I feel certain, based on my exposure to the day-to-day management that I have experienced, that the Board is doing an excellent job in every department.
- I know there is an ethics policy, but I don't know about "dealing with" behavior.
- If censure for a violation to the code of ethics didn't suffice, if new unethical behavior continued or reoccurred -- but was not criminal -- what would happen then?
- Inflated salaries...is that not corruption?
- It seems pretty clear to the public that the Board views its Code of Ethics more as guidelines which can be discarded or overlooked when the Code conflicts with the personal agenda of the Board.
- It should be read every year as a reminder
- It would be nice to see a code of ethics that prohibits a BOT member from voting on awarding a contract to a company that is employed by the district. How many BOT members accept campaign contributions from its lobbying firm (or its principals) in Sacramento? Public info-- easy to look up.
- N/a
- NONE
- No idea
- No one is ever punished, only paid off.
- Not familiar enough with the Board's activities to make a comment. Sorry.
- One Trustee has continually been an embarrassment to the whole group based on that individual's antics at far too many board meetings.
- Some specific member behavior crosses the line of this policy.
- Sure hope so
- The Board of Trustees has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code. - The code of ethics exists yet the management allows employees to misbehave. Most of the time, I hear managers talk about how wonderful their employees are and the employees are disrespectful and unprofessional. This behavior should be addressed and not allowed. Allowing this behavior places the responsibility and the liability on managers, and I do not believe that managers have been trained on this. It impacts those around the office who have nothing to do with the individuals who choose not to participate in the code of ethics and professional office decorum. This is a major problem for me and as a community member and an employee, it is very frustrating that our organization operates in this fashion and allows employees to be disruptive, disengaged and disrespectful.
- The Board often goes overboard which ends up in it taking steps to fix outlier situations, but hurt the majority of faculty.
- The code of ethics, as I have witnessed is broken often in: #8: Create a positive climate by encouraging and supporting innovation and creativity in District programs and operations. Recognize that the Board sets an example for the entire institution; therefore, act

with integrity and reflect the values of trustworthiness, respect, fairness, teamwork, and caring at all times when performing Trustee responsibilities. Maintain an atmosphere in which controversial issues can be debated openly and fairly, protecting the dignity of individuals. #10: Avoid any conflict of interest or the appearance of a conflict of interest that could result because of the Trustee's position, and avoid using the Trusteeship for personal gain. There are certain Board members who have used their influence to hire legal counsel with personal relationships, other outside vendors as well and have displayed temper tantrums when not being given their way on other matters. It is an embarrassment to the Board of Trustees' office and the District. I think that having the Board of Trustees be responsible for monitoring itself provides another added level of not being truly accountable for their actions.

- The policy exists but has not been applied consistently.
- These questions are extremely misleading, and designed to engineer a specific outcome. They do not allow for any real evaluation of members of the board of trustees.
- Things have improved in the last 2-3 years. Although the policies are still arbitrarily enforced.
- This is a statement, not a question that can be evaluated.
- True or false?
- Yes, and it needs to be enforced.
- None

18. The Board of Trustees is informed about and involved in the accreditation process.

- Again, this isn't a BOT issue. Districts are not accredited--colleges are. The BOT needs to work to support the colleges efforts towards accreditation rather than trying to direct the accreditation process.
- Another stupid question.
- As a Classified staff member, I am aware of multiple items that need to be addressed across all three colleges. The accreditation process seems to be all about accommodating the personal egos of the visiting teams. Herding staff into the lobby for a fancy show of snacks does not accreditation quality make.
- As the accreditation process for all three colleges is dependent upon the Board 'passing' accreditation standards too, timely responses and proactive addressing of standards is critical (for the sections that concern the Board).
- By necessity, but the Board had multiple areas of non-compliance.
- Decisions and process needs to be more transparent. Decisions about process should be made prior to convening the committee and be inclusive of all constituent groups.
- I assume so but don't know firsthand
- I believe this a plus
- I do not know how well they follow it.
- I don't know enough about the Board's role in this regard to comment.
- I don't know.
- I feel certain, based on my exposure to the day-to-day management that I have experienced, that the Board is doing an excellent job in every department.
- I guess, little communication, but it's seems the only thing that important to them.
- I recall several updates on the Board agenda, and I recall there used to be a committee. This committee I believe can come back as a adhoc if needed.
- I think they are informed, but I'm not sure about "involved in" the process.
- I think they wait to long to produce material and should work with the colleges sooner.
- I was impressed with how accreditation was handled, and I believe the process strengthened the colleges and the district.
- It is completely unacceptable that we have had an interim chancellor for years. While those who have held the seat seem good, it is not good for morale or leadership to have temps sitting in as the Chancellor.
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- NONE
- No idea (2 Counts)
- Not all board members are at the same level of proficiency in this matter.
- Not familiar enough with the Board's activities to make a comment. Sorry.
- Now that you are finally doing an evaluation...I guess so
- So much better than 3 years ago!
- That is yet to be seen.

- The 2013 visit prompted some meaningful change in terms of policy review and delegation of authority
- The BOT are told lies by corrupt managers.
- The Board of Trustees has been too involved in years past causing the District to have an accreditation issue this last time; however, it has appeared that through the last three Interim Chancellors they are working more cohesively to affect positive change. I am unsure if the results of the previous Chancellor recruitments and the lack of finding someone qualified has brought their actions into light as to the desirability of working closely with them as the Chancellor. It is hopeful if they are accepting of a more cohesive working relationship between the Board of Trustees' office and the Chancellor's office instead of encouraging divisiveness in ranks of authority.
- The fact that the Chancellor seat has been a revolving door of interim stop gap individuals leads to the perception of inadequate handling of the policy.
- They are finally getting together as a group and moving forward.
- This is a statement, not a question that can be evaluated.
- This is working well as far as I know.
- Unclear...
- Unknown to me.
- Usually they are
- We have inadequate leadership; both in the Professional Administrators and Trustees. No respect for Faculty as Subject Matter Experts. We need a permanent Chancellor.
- Yes they were extremely helpful here.
- guess so.
- n/a
- none

19. The Board of Trustees adheres to a clearly defined policy for selecting and evaluating the Chancellor.

- ?
- A position as important as the Chancellor's need to be vetted through a shared governance mechanism like a faculty forum. Too often top managers are hired that do not fit in with the dynamics of the District and that explains a lot of turnover. The issue of privacy for candidates should not supersede the larger needs of the students and faculty and community. There needs to be a 360 degree faculty evaluation process for each evaluation cycle.
- All our previous chancellors have left alot to be desired.
- Based on the last several chancellors that have been at the CCCD with the exception of Dr. Tom Harris, has been disgusting and absolutely terrible. The BOT keeps hiring non-California Chancellors, haters of faculty and unions and lovers of the for profit model such as Phoenix University. The MOOC Loving Chancellor's departure was the ONLY positive thing in the last several years at the CCCD.
- Clearly the policy does not support the reality of working effectively with the Chancellor.
- Could we get someone like Ding Jo Currie again rather than our previous Chancellor who was most ineffective?
- Delegation to the Chancellor has definitely improved. Hopefully a strong, trusting relationship between the Board and new Chancellor will continue the trend.
- Disastrous, simply disastrous.
- Don't know
- I am assuming they do since they're going back out for interviews. We desperately need a good one this time, from California hopefully who actually understands bargaining-unit Districts, multi-campus Districts, and California's special brand of bureaucracy.
- I am concerned that the Chancellor may be overly evaluated.
- I am not aware of the policy.
- I assume so
- I believe they do, but have not read the policy.
- I do not know how well they follow it.
- I don't know no communication.
- I don't know enough about the Board's role in this regard to comment.
- I don't know no communication.
- I don't know.

- I feel certain, based on my exposure to the day-to-day management that I have experienced, that the Board is doing an excellent job in every department.
- I give good marks here!
- I think the majority of the board have overly inflated egos, are power hungry, overly critical, and waste far too much money in an attempt to have their own way.
- I think there has been improvement, but the fact that the pool is generally bad and no chancellor has been hired since Andrew Jones left says something about the way the BOT interacts with senior management and their reputation among those who might apply to such a position.
- I think your policy & selection criteria need vast improvement, or maybe the difficulty is that the District is in such a mess, we can't attract qualified applicants.
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- Needs more input and feedback from staff and faculty.
- No need to hire a puppet
- Not familiar enough with the Board's activities to make a comment. Sorry.
- Oops...and how did that work out with our last chancellor???
- Said policy was suspended for one of the recent searches.
- Seems thorough and provides guidance for the process.
- Since the district is having such a difficult time finding a suitable candidate - this does raise questions as to what is being asked of candidates and what the board is really looking for. Are there really so few 'good ones' out there or are there so few good ones who will set aside their own ideas in favor of the board's?
- Since we cannot seem to find or keep a permanent chancellor, this clearly needs work.
- So glad they are being careful in hiring a new chancellor. That shows great restraint and care.
- The Board adheres to selecting a Chancellor that they can manipulate.
- The Chancellor needs to be evaluated by the entire District--all employees and so do the managers... Managers must be evaluated by those whom they manage.
- The board of trustees appear to attempt to consolidate power among a small, close-knit network of individuals, by only selecting individuals for the position of Chancellor, who will not bring new and independent perspectives to the organization, but instead serve as a rubber stamp for the institutions within the district.
- The board's failure to successfully hire and retain a consistent CEO for the district has led to much instability.
- The fact we lost Dr. Currie due to the behavior and disrespect of the board is still an embarrassment. Does the Board not see the impact of their constant bickering and 3/2 decisions as harming the District as a whole. The District is mocked locally and nationally.
- The policy is very detailed. What I think is that they don't consider all the needs of the District when developing interview questions. There are important functions we have at the District that may not exist at other community colleges. We should be prying for a candidate's experience with these areas, as they tend to get neglected when someone comes in and has no experience in that area.
- They need to choose the most qualified not the most political correct.
- They seem to do it ohow they want rather than follow the District's Board Approved policy.
- This is a statement, not a question that can be evaluated.
- We are really floundering here. We have gone too long without a Chancellor. Our previous chancellor was not a good fit. We need someone home-grown, who understands our district, our colleges' strengths (and weaknesses), and our students. We need someone who is tech-savvy, and is ready to take on 21st century education.
- We have a revolving door for Chancellor of the District. The Board needs to pick better Chancellors.
- We have had too many interim Chancellors.
- We need to select better, long term Chancellors.
- When the Chancellor begins to mold the District and changes the culture from an educational institution to a business bottom line model. The Board should be more aware of what is occurring and be more proactive than reactive or better yet, sedate.
- While inclusive - the selection process for participation seems tainted by "cherry picking" nominees to serve from the community, and for other positions on panel. We need continuity in leadership from executive team - with strong authority for that role - and improved relationship with board.
- Who knows? The disappearance of so many Chancellors at our district and the difficulty locating enough qualified people to apply for our position of Chancellor is alarming and affects everything.
- With this much turnover in the Chancellor position, one has to suspect that the Board is not working as cooperatively or collegially as it should with the Chancellor.

- n/a
- none
- unknown

20. The Board of Trustees delegates full responsibility and authority to the Chancellor to implement and administer board policies without board interference, and holds the Chancellor accountable for the operation of the district.

- delegation of authority has been an issue. make policy, let your governance administer the policy.
- ?
- Board continues to micromanage in areas other than policy.
- Coast district can't keep chancellors for one reason...the board of trustees!
- Feel that it is difficult to rate this, as most of us are not privy to this level of operations and communication.
- Full responsibility should always have checks and balances or we get into all kinds of messes that need cleaning and become very expensive. What a waste of time and money.
- Getting better but still needs improvement
- I assume so
- I believe the board has improved in this area.
- I do not know how well they follow it.
- I don't know enough about the Board's role in this regard to comment.
- I don't know not communication with public.
- I don't know.
- I feel certain, based on my exposure to the day-to-day management that I have experienced, that the Board is doing an excellent job in every department.
- I have the impression that there is too much micro managing by the Board in personnel matters
- I think now it may be the staff that is nervous to adhere to the new delegation policies because of so many years without it. It's a good thing that the trustees delegated in the areas they did. It's good for campus management, staff, faculty and in the end the students! Let's keep it going!
- I wouldn't have a way of knowing if the Board interferes with the Chancellor. I think only the Chancellor would know that.
- Improving but not effective as of yet. Too much board involvement in day to day operational (not policy) issues. Clear transfer of executive authority needed.
- Interference when interference is due.
- Is this asking how well this happens?
- It appears the Chancellor is accountable, but I am not sure if the Chancellor has full responsibility.
- It is getting there, the majority have done an outstanding job of moving to this statement as the truth, keep it up
- It's my understanding the President is on a contract that is renewed periodically. Management in general seem to have contracts renewed without any input from campuses or their respective constituent groups. Would be nice to see to have a greater say in this process.
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- NONE
- No idea (2 Counts)
- Not familiar enough with the Board's activities to make a comment. Sorry.
- So much happens under covers and behind the scene, it is hard to offer valid suggestions. We obviously have a lot of trouble hiring and keeping a chancellor. Dr. Jones deserved better. He told us some difficult truths and he listened -- or at least I felt like he did.
- Some times individual board members pick their own agenda to promote
- The BOT needs to interfere and stop the CORRUPTION and the top-down Draconian culture driven by intimidation and retaliation. Faculty are silenced and punished constantly. So what do you think will happen? Well guess what faculty will cut corners and will do as little as possible and the bare minimum because there is no support from management. The only support we get is PUNISHMENT. The CCCD has a prison like culture and feel.
- The Board and the Chancellors have always seemed to have issues. The Board has often micromanaged and not allowed the Chancellor to act as the CEO, as required by accreditation and policy. Perhaps this is why we cannot find a qualified person to be the Chancellor?

- The district should consolidate into one institution. Too many Presidents, Vice Presidents etc. the bureaucratic overlap is appalling.
- The fact that we've had 2 Interim Chancellors and two unsuccessful appointees in the past, suggests that some members of the Board may not understand the role of the Chancellor or may have issues with trusting the Chancellor's they hire. Having a clear understanding of the Trustees' roles and the Chancellor's roles is key to developing a successful relationship between the two.
- The last Chancellor wasn't effective.
- There are many things that unnecessarily require board approval which causes delays and hinders the functions of the colleges.
- There are some departments that Board Members don't know about or understand what they do, so they don't hold the Chancellor accountable for how those departments operate.
- There is a deep concern that this District is dysfunctional and disorganized due to it's inability to keep a Chancellor for a reasonable amount of time. Where that dysfunction stems from is unclear but leadership, consistency and support for management needs to part of the correction. This may or may not be the direct responsibility of the Board but the Board needs to be part of a top down solution.
- There is a struggle between Board and Chancellor. Board needs to trust the Chancellor to do the job and collaborate together for the benefit of the District and students.
- There is still confusion over approval and ratification. If the board delegated more to chancellor, the board could be engaged in higher level conversations.
- This depends on whose rumors one listens to. Much chatter about our "activist BOT"
- This has been very difficult for the board to grapple with.
- This is a statement, not a question that can be evaluated.
- This is an on-going issue with our District and remains a problem; however, as stated previously, I do believe that there is a better working relationship with the last Interim Chancellors than with our permanent Chancellors. Hopefully, the trend of working together and cohesively for the success of the students and CCCD, the Board will continue to honor their true role and the delegation of authority as defined by the State Chancellor's office.
- This is two separate issues
- This sounds like the way the system ought to operate, but I do not have enough information to determine if that is in fact, how things work.
- Too many of the Trustees see their role as a micro-manager.
- Unknown to me.
- Yes. As long as the Chancellor accepts his role as a rubber stamp for the institutions under his care.
- n/a
- none
- unknown

21. The Board of Trustees establishes a clearly defined policy for selecting and evaluating the presidents of the colleges.

- Many faculty on all campuses think this needs improvement.
- ?
- A need to cross-validate the quantitative data is critical; I recommend focus groups.
- A position as important as the Chancellor's need to be vetted through a shared governance mechanism like a faculty forum. Too often top managers are hired that do not fit in with the dynamics of the District and that explains a lot of turnover. The issue of privacy for candidates should not supersede the larger needs of the students and faculty and community. There needs to be a 360 degree faculty evaluation process for each evaluation cycle.
- Actually have no clue as to whether or not the Board of Trustees actually performs at a "good" level, but the College is still in the business of teaching, so they must be doing something right.
- Board members need to work together and try to come to consensus. The Board shows an environment that is divisive, which is not good for the District. Decision-making is split, which ultimately harms students. The Board also shows divisive support to different constituent groups (staff, management, faculty, students, community). Again, we are the entire District. We need to work together. We all are on the same team.
- Could not find that policy.
- Damn guys, you do need to hold the Presidents more accountable. Title IV failure and the DL program, come on. Seaport and the support staff were myopic over the past five years, plus the number of data breaches which were kept secret and not reported. Unacceptable. Plus the team gets promoted. Promoted for mediocrity. If the press gets hold of this Title IV plus all the issues, it will be another wound for the District.

- Diversity in levels of power is imperative...2015....interests of the community...not self-interests with inflated salaries.
- Do college staff have input. In 25 years I have NEVER been given the opportunity to provide input to the evaluation of the college president. My assumption is that the president's evaluation is handled in a smoke-filled back room somewhere in Costa Mesa.
- Don't know
- Easier accessibility is needed. The website is tough to navigate and it would be wonderful to receive a report after each meeting.
- I am not aware of the policy so I did not rate the question.
- I am unfamiliar with this policy.
- I assume so
- I assume yes.
- I cannot answer any of these questions since I have no personal knowledge, or other knowledge to base my opinion of the Board's efficiency.
- I disagree with this claim. The hiring process at the institution where I work is plagued with corrupt and discriminatory practices. As one who have served on hiring committees where members of the committee were told in advance who they should hire, I take issue with this claim. The hiring process at the institution where I work is extremely corrupt and discriminatory. I do not believe that the board of trustees nor the Chancellor is not aware of this practice.
- I do not know how well they follow it.
- I don't feel comfortable answering most of these questions as I have not attended meetings nor do I make it a priority of reviewing tasks, assignments, or responsibilities of board. Rather than give a description or review that would be inaccurate and unfair I choose to leave the questions and answers blank.
- I don't know enough about the Board's role in this regard to comment; however, I do know that various presidents of the college have been (and are) unfair, insensitive, too political, controlling and uninspiring so, I would imagine that the Board has some role in the outcome of presidential leadership.
- I don't know, no communicate with employees or community.
- I don't know. I have been part of OCC for only 2 months.
- I feel certain, based on my exposure to the day-to-day management that I have experienced, that the Board is doing an excellent job in every department.
- I think everyone's contract just gets re-signed. Maybe it's that way right now because we don't have a permanent Chancellor.
- I think it's more about keeping your buddies in place.
- I was unable to locate the policy for this process. The only one available under the Board policies is the evaluation of the Chancellor. I would expect that the Chancellor is the person responsible for the President evaluations since they are the Chancellor's employees with input requested from the Board of Trustees. I do not see selecting and evaluating the Presidents of the colleges in BP2200.
- I've never seen them hire a President... or a Vice Chancellor so I wouldn't know about any of this.
- It seems that the focus is no longer student success when it comes to making decision for our colleges. One example is the new MBCC building at Orange Coast College, where safety does not seem to be a main concern. Students have been complaining about the new Computing Center and how they feel uncomfortable sitting in such tight space while working on computers. They have addressed the issue that it is hard to move around and that this could be hazardous during an earthquake or fire. Decisions have been made without consulting students and/or faculty. Who is running our colleges?
- Just a general observation, every time I see a trustee on campus, he or she is generally socializing with management or faculty. I rarely see a trustee in any meetings or forums with classified staff. This in and of itself is telling of its bias as a governing body. This district is the only in the whole of CA that does not have flex days or any kind of required training for faculty. Consequently we have disjointed college with disjointed efforts. The board should really insist upon more from its faculty (and negotiators) as we have slipped into a permissive climate. I also understand the need for more stability in our leadership, and this has translated to a push for higher management salaries. The assumption is that with higher salaries, we'd have better managers. Perhaps. We offer a fair wage and we should expect strong leadership, with integrity, in all of our candidates and current managers. Now and going forward.
- Most of our presidents have been good choices
- My clicking of "needs improvement," in this case, means "I have not been informed as such" as the process of communicating these items is lacking.
- NONE
- No evidence of this that can be viewed on the District website.
- No idea (2 Counts)
- Not familiar enough with the Board's activities to make a comment. Sorry.
- Seriously? Who cares if you have a policy? Are you really being honest in your evaluations? Open your eyes people!!! I can't believe some of the stuff that is acceptable to the trustees. If the taxpayers only knew the truth.

- Still very new to the District as a full time employee.
- Thank you for your time. Being a Trustee is a large job and even larger commitment.
- The board should identify the role of presidents at the colleges better. Presidents are to lead but must absolutely followed the shared governance policy. As it is now the administration decides and then shares it with the faculty with little regard for faculty true participation.
- The college President and VPs must be evaluated by all employees.
- There needs to be a 360 evaluation just like the one the BOT conducted for the previous MOOC loving chancellor who is no longer at the CCCD. Presidents must be evaluated by every single employee. Deans need to be evaluated by their faculty and classified staff. A 360 evaluation is IMPERATIVE for the BOT to monitor and deal with dishonesty, corruption, lies, intimidation, sexual harassment and much more. Managers are evaluated by person whom they hand pick. If everyone that reports to a manager were to be evaluated by the very people they supervise you will discover the truth: CORRUPTION and INTIMIDATION.
- There should be a public forum at the college where the finalists are asked questions by the faculty and staff.
- This is a statement, not a question that can be evaluated. The categories for this survey should be in the strongly agree/agree/disagree/strongly disagree/and have not observed.
- Unknown to me.
- Yes, we are very happy with Dr. Adrian.
- n/a
- need a president that supports all programs even if they do not agree with the programs policies.
- None
- sounds fine
- unknown