

BOARD OF TRUSTEES

SELF EVALUATION RESULTS

[SIGN IN](#)

5 responses

Summary

I. Mission and Planning (Page 1 of 11)

1. Board members are knowledgeable about the culture, history, and values of the district. [I.]



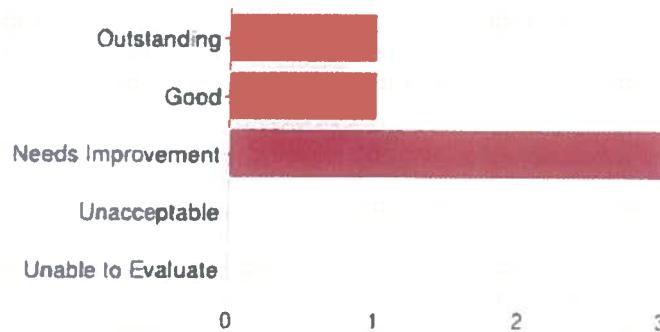
Outstanding	1	20%
Good	3	60%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

2. The board regularly reviews the mission and purposes of the institution. [I.]



Outstanding	1	20%
Good	3	60%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

3. The board spends adequate time discussing future needs and direction of the district. [I.]



Outstanding	1	20%
Good	1	20%
Needs Improvement	3	60%
Unacceptable	0	0%
Unable to Evaluate	0	0%

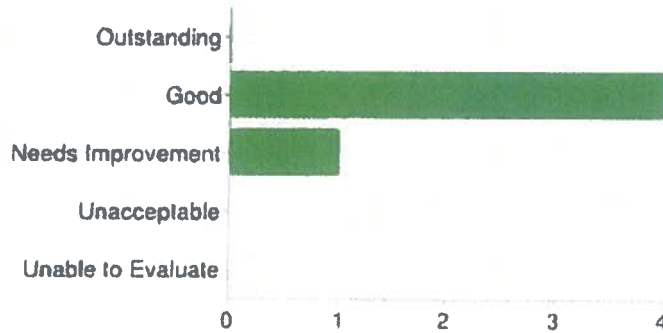
4. The board assures that there is an effective planning process and is appropriately involved in the process. [I.]



Outstanding	1	20%
Good	3	60%
Needs Improvement	1	20%

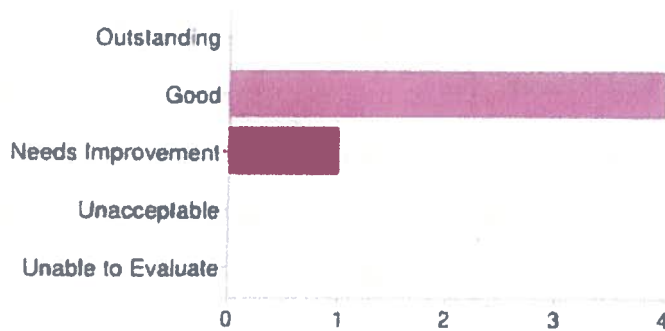
Unacceptable	0	0%
Unable to Evaluate	0	0%

5. The board assures that district plans are responsive to community needs. [I.]



Outstanding	0	0%
Good	4	80%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

6. The board has adopted and monitors the implementation of the district's strategic, educational and facilities master plans. [I.]



Outstanding	0	0%
Good	4	80%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

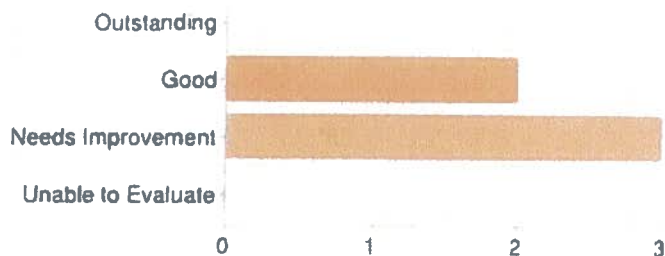
7. The board sets annual goals or priorities in conjunction with the CEO and monitors progress toward them. [I.]



Outstanding	0	0%
Good	2	40%
Needs Improvement	3	60%
Unacceptable	0	0%
Unable to Evaluate	0	0%

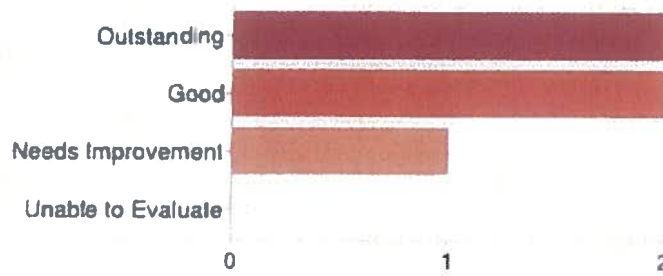
II. Policy Role (Page 2 of 11)

8. The board clearly understands its policy role and differentiates its role from those of the CEO and college staff. [II.]



Outstanding	0	0%
Good	2	40%
Needs Improvement	3	60%
Unable to Evaluate	0	0%

9. The board assures that the district complies with relevant laws, regulations and accreditation standards. [II.]



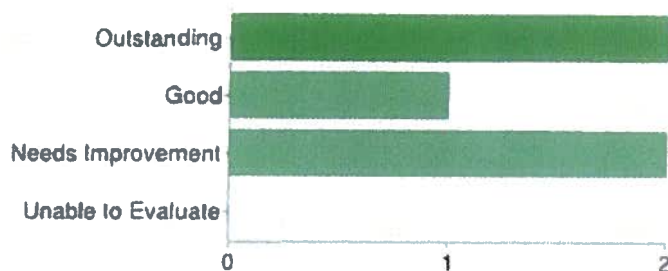
Outstanding	2	40%
Good	2	40%
Needs Improvement	1	20%
Unable to Evaluate	0	0%

10. The board's policy manual is up-to-date and comprehensive. [II.]



Outstanding	0	0%
Good	2	40%
Needs Improvement	3	60%
Unable to Evaluate	0	0%

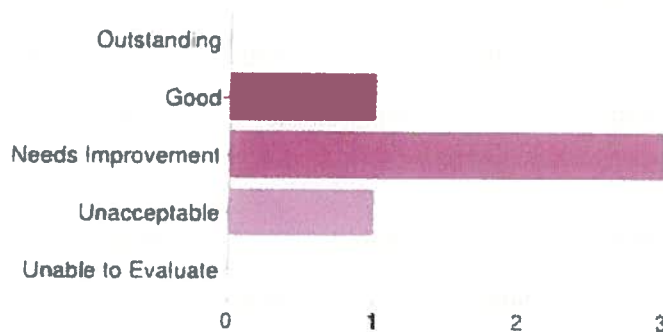
11. The board relies on board policy in making decisions and in guiding the work of the district. [II.]



Outstanding	2	40%
Good	1	20%
Needs Improvement	2	40%
Unable to Evaluate	0	0%

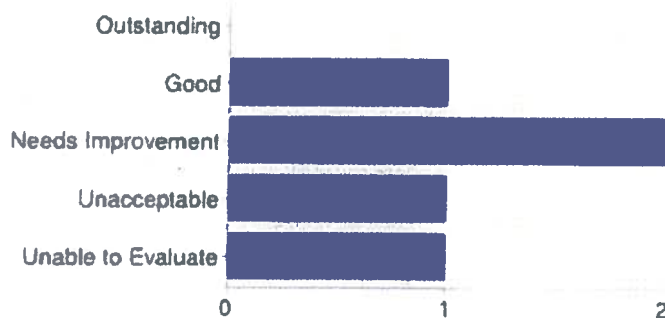
III. Board–CEO Relations (Page 3 of 11)

12. The board maintains a positive working relationship with the CEO. [III.]



Outstanding	0	0%
Good	1	20%
Needs Improvement	3	60%
Unacceptable	1	20%
Unable to Evaluate	0	0%

13. The board clearly delegates the administration of the district to the CEO. [III.]



Outstanding	0	0%
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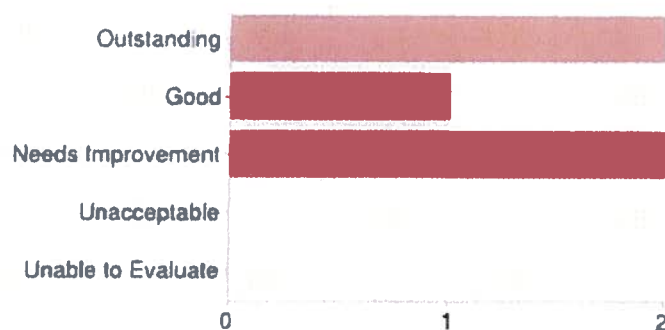
Good	1	20%
Needs Improvement	2	40%
Unacceptable	1	20%
Unable to Evaluate	1	20%

14. The board sets and communicates clear expectations for CEO performance. [III.]



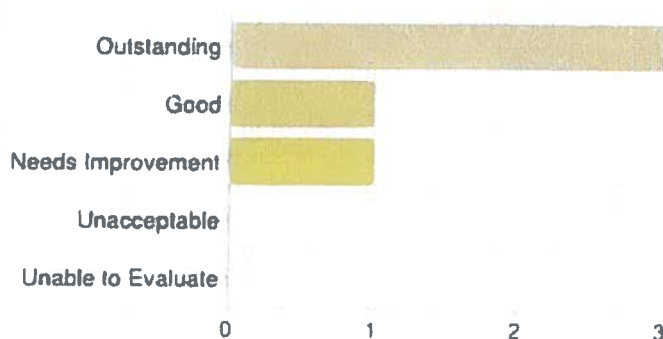
Outstanding	1	20%
Good	2	40%
Needs Improvement	2	40%
Unacceptable	0	0%
Unable to Evaluate	0	0%

15. The board regularly evaluates CEO performance. [III.]



Outstanding	2	40%
Good	1	20%
Needs Improvement	2	40%
Unacceptable	0	0%
Unable to Evaluate	0	0%

16. The board periodically reviews the CEO contract to assure appropriate support and compensation. [III.]



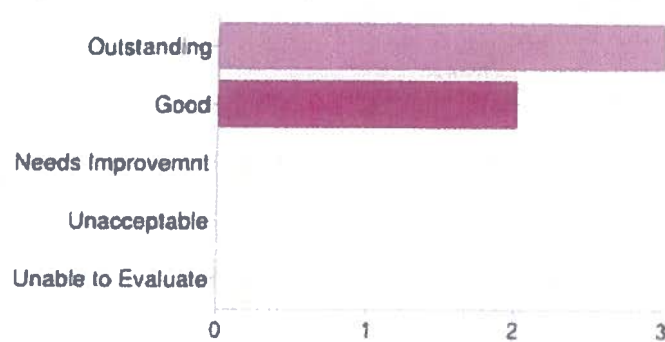
Outstanding	3	60%
Good	1	20%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

IV. Community Relations & Advocacy (Page 4 of 11)

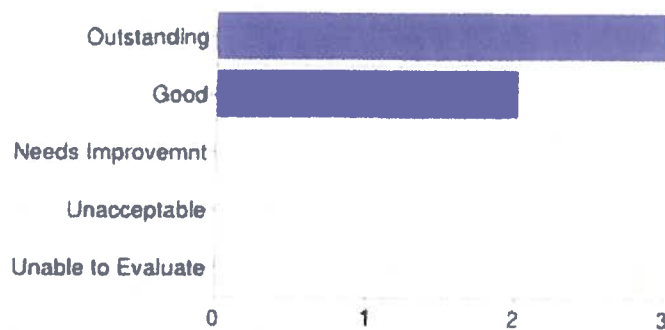
17. Board members act on behalf of the public and citizens in the district when making decisions. [IV.]



Outstanding	3	60%
Good	1	20%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

18. Board members are active in community affairs. [IV.]

Outstanding	3	60%
Good	2	40%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

19. The board advocates on behalf of the district to local, state, and federal governments. [IV.]

Outstanding	3	60%
Good	2	40%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

20. The board actively supports the district's foundation(s) and fundraising efforts. [IV.]



Outstanding	2	40%
Good	3	60%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

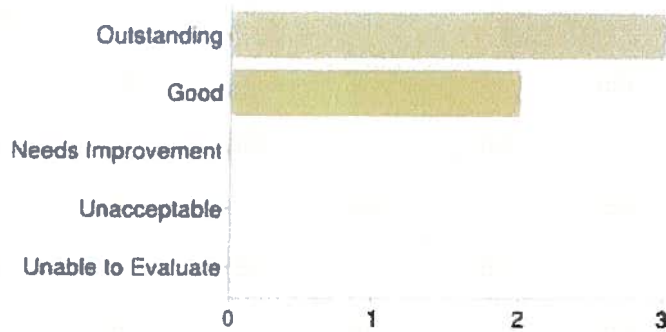
V. Educational Programs and Quality (Page 5 of 11)

21. The board is knowledgeable about the district's programs and services [V.]



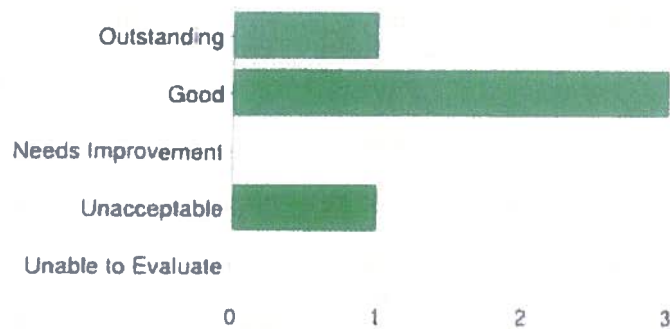
Outstanding	3	60%
Good	2	40%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

22. The board is knowledgeable about the educational and workforce training needs in the community. [V.]



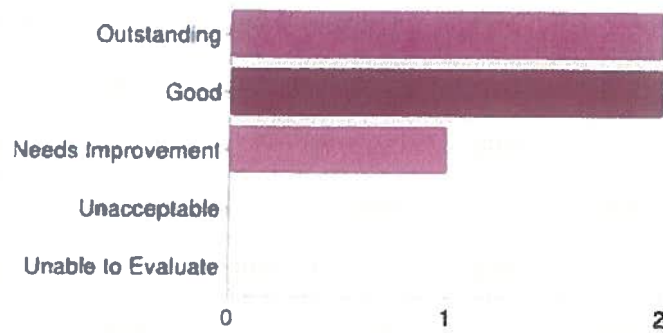
Outstanding	3	60%
Good	2	40%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

23. The board has established expectations or standards that enable it to monitor the quality and effectiveness of the educational program. [V.]



Outstanding	1	20%
Good	3	60%
Needs Improvement	0	0%
Unacceptable	1	20%
Unable to Evaluate	0	0%

24. The board regularly receives and reviews reports on institutional effectiveness. [V.]



Outstanding	2	40%
Good	2	40%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

25. The board is appropriately involved in the accreditation process. [V.]



Outstanding	3	60%
Good	2	40%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

26. The board understands and protects academic freedom. [V.]



Outstanding	4	80%
Good	1	20%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

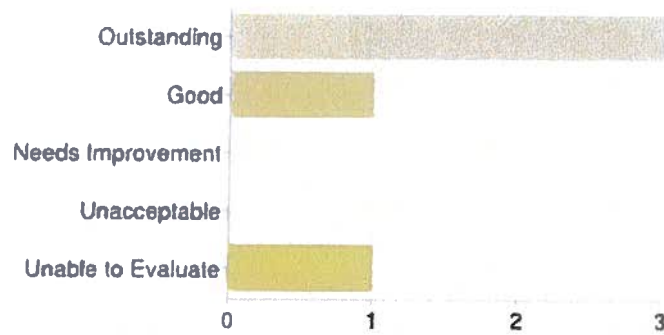
VI. Fiduciary Role (Page 6 of 11)

27. The board assures that the budget reflects priorities in the district's plans. [VI.]



Outstanding	1	20%
Good	4	80%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

28. Board policies assure effective fiscal management and internal controls. [VI.]



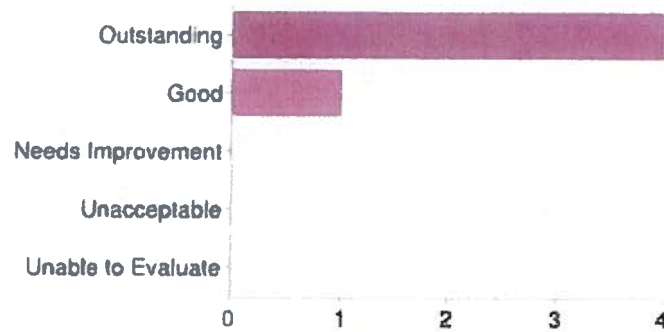
Outstanding	3	60%
Good	1	20%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	1	20%

29. The board regularly receives and reviews reports on the financial status of the institution. [VI.]



Outstanding	3	60%
Good	2	40%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

30. The board reviews the annual audit and monitors responses to recommendations. [VI.]



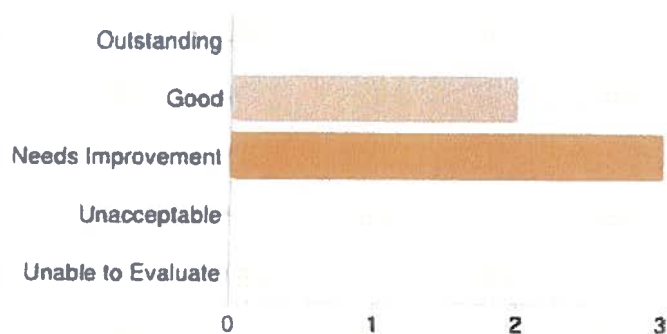
Outstanding	4	80%
Good	1	20%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

31. The board adopts and monitors the implementation of a facilities master plan. [VI.]



Outstanding	4	80%
Good	1	20%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

32. The board has provided appropriate direction for seeking external funding. [VI.]



Outstanding	0	0%
Good	2	40%
Needs Improvement	3	60%
Unacceptable	0	0%
Unable to Evaluate	0	0%

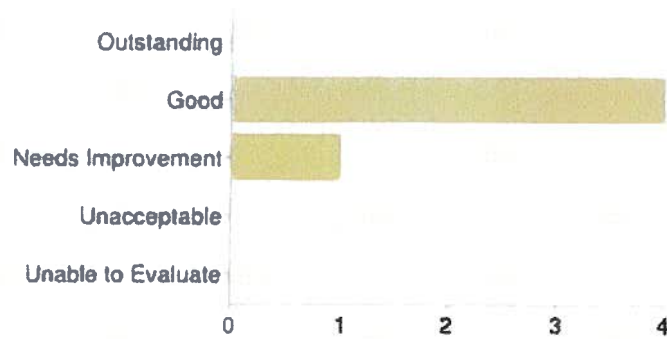
33. The board maintains an adequate financial reserve. [VI.]



Outstanding	0	0%
Good	5	100%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

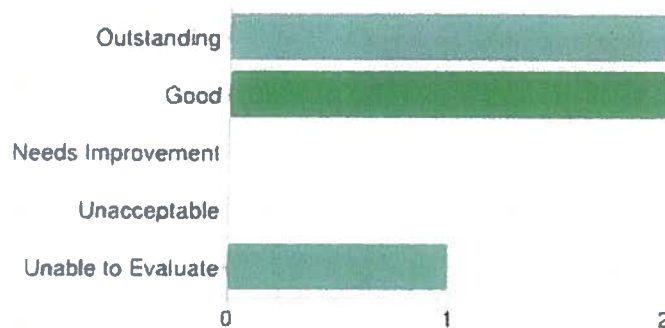
VII. Human Resources and Staff Relations (Page 7 of 11)

34. The board's human resources policies provide for fair and equitable treatment of staff. [VII.]



Outstanding	0	0%
Good	4	80%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

35. The board has established and follows clear parameters for collective bargaining. [VII.]



Outstanding	2	40%
Good	2	40%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	1	20%

36. The board has and follows protocols regarding communication with college employees. [VII.]



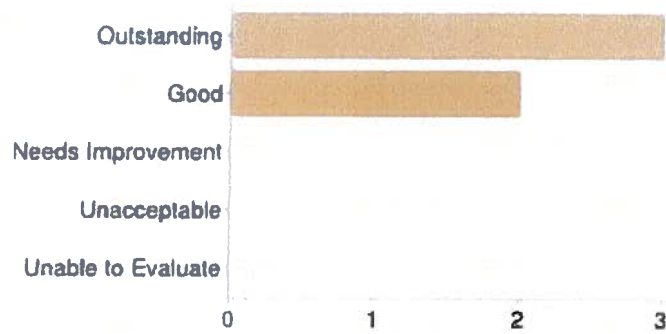
Outstanding	0	0%
Good	4	80%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

37. Board members refrain from attempting to manage employee work. [VII.]



Outstanding	1	20%
Good	2	40%
Needs Improvement	1	20%
Unacceptable	1	20%
Unable to Evaluate	0	0%

38. The board expects and supports faculty, staff, and student participation in college decision-making. [VII.]



Outstanding	3	60%
Good	2	40%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

VIII. Board Leadership (Page 8 of 11)

39. The board understands its roles and responsibilities. [VIII.]



Outstanding	0	0%
Good	3	60%
Needs Improvement	2	40%
Unacceptable	0	0%
Unable to Evaluate	0	0%

40. The board expresses its authority only as a unit. [VIII.]



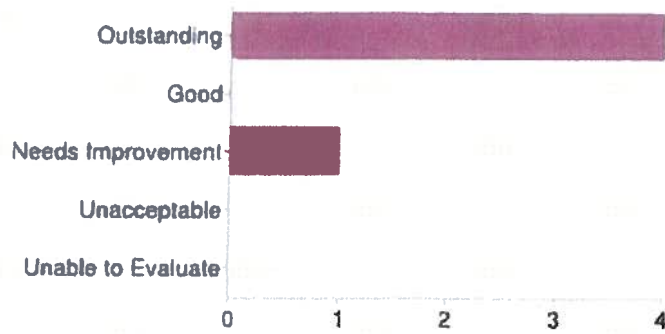
Outstanding	1	20%
Good	1	20%
Needs Improvement	3	60%
Unacceptable	0	0%
Unable to Evaluate	0	0%

41. Board members understand that they have no legal authority outside board meetings. [VIII.]



Outstanding	1	20%
Good	2	40%
Needs Improvement	2	40%
Unacceptable	0	0%
Unable to Evaluate	0	0%

42. The board regularly reviews its code of ethics or standards of practice and has a policy on addressing violations of the code. [VIII.]



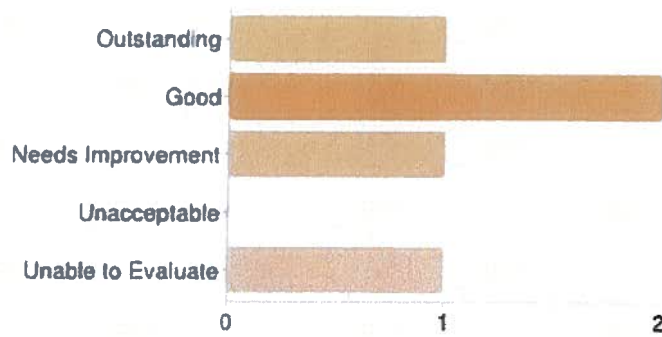
Outstanding	4	80%
Good	0	0%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

**43. Board members uphold and comply with the board's code of ethics.
[VIII.]**



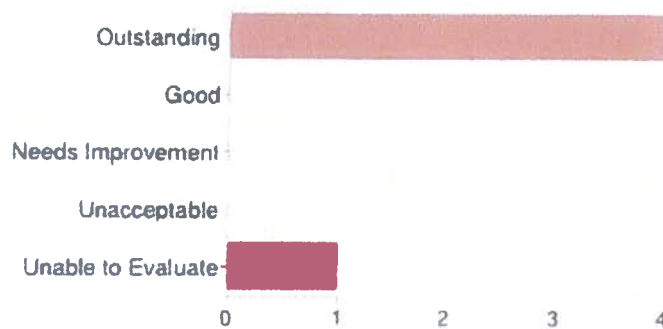
Outstanding	0	0%
Good	3	60%
Needs Improvement	2	40%
Unacceptable	0	0%
Unable to Evaluate	0	0%

**44. Board members avoid conflicts of interest and the perception of such
conflicts [VIII.]**



Outstanding	1	20%
Good	2	40%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	1	20%

45. Board members annually file a statement of economic interests. [VIII.]



Outstanding	4	80%
Good	0	0%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	1	20%

46. Once a decision is made, board members uphold the decision of the board. [VIII.]



Outstanding	1	20%
Good	2	40%
Needs Improvement	2	40%
Unacceptable	0	0%
Unable to Evaluate	0	0%

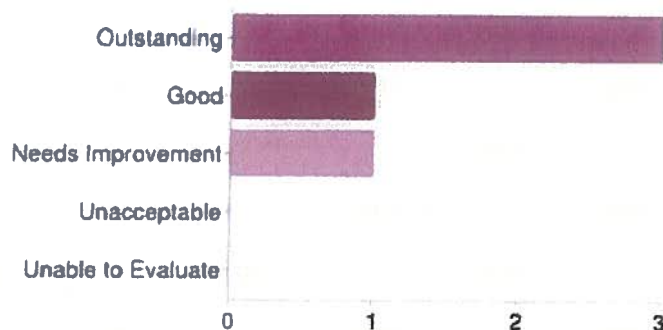
47. Board discussions and relationships reflect a climate of trust and respect. [VIII.]



Outstanding	0	0%
Good	0	0%
Needs Improvement	4	80%
Unacceptable	0	0%
Unable to Evaluate	1	20%

IX. Board Meetings (Page 9 of 11)

48. Board meetings are conducted in an orderly, efficient manner. [IX.]



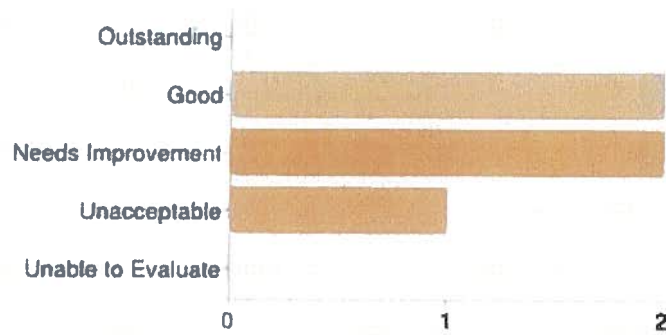
Outstanding	3	60%
Good	1	20%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

49. Board meetings and study sessions provide sufficient opportunity to explore key issues. [IX.]



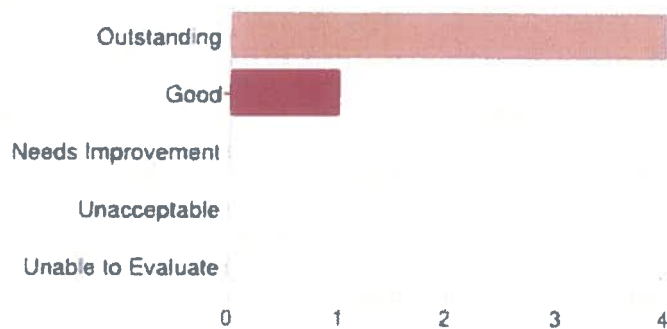
Outstanding	1	20%
Good	3	60%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

50. Agenda items provide sufficient information to enable good board decision-making. [IX.]



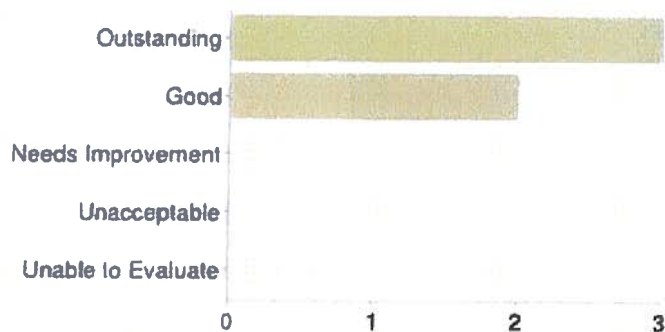
Outstanding	0	0%
Good	2	40%
Needs Improvement	2	40%
Unacceptable	1	20%
Unable to Evaluate	0	0%

51. The board understands and adheres to the Brown Act. [IX.]



Outstanding	4	80%
Good	1	20%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

52. The board maintains confidentiality of privileged information. [IX.]



Outstanding	3	60%
Good	2	40%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

X. Board Education (Page 10 of 11)

53. New members participate in a comprehensive orientation to the board and district. [X.]



Outstanding	1	20%
Good	4	80%
Needs Improvement	0	0%
Unacceptable	0	0%
Unable to Evaluate	0	0%

54. Board members participate in trustee development activities. [X.]



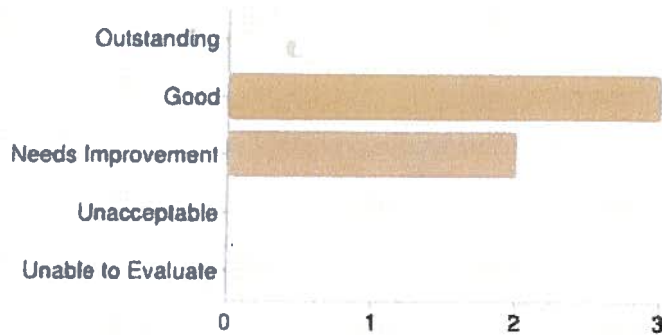
Outstanding	1	20%
Good	3	60%
Needs Improvement	1	20%
Unacceptable	0	0%
Unable to Evaluate	0	0%

55. The board evaluation process helps the board enhance its performance. [X.]



Outstanding	0	0%
Good	3	60%
Needs Improvement	2	40%
Unacceptable	0	0%
Unable to Evaluate	0	0%

56. The Board measures its accomplishments against board goals. [X.]



Outstanding	0	0%
Good	3	60%
Needs Improvement	2	40%
Unacceptable	0	0%
Unable to Evaluate	0	0%

XI. Additional Open-Ended Questions (Page 11 of 11)

57. What are the board's greatest strengths?

The Board consists of bright and well educated persons who want to do the right thing, all are strong supporters of public education and community colleges in particular. The Board understands its role as elected officials is to bring community ideas, needs and support to the colleges; that it has the responsibility for the District's financial integrity, legal matters and a student success curriculum. The Board develops District policy with appropriate participatory governance, and adopts Board Policies. Administrative Procedures recommended by the Chancellor, must be ratified by the Board upon a finding of consistency with the board policy. When the Board acts in a 5-0 vote -- there is strength. Too many 3-2 votes indicate trouble. There is considerable diversity of opinion on the board, which is useful -- as long as it can be tempered with a willingness to compromise. The Board members truly care about the future of the colleges and student success. Board members are well connected to the communities we represent. Active individual Trustees, committed to the District. We are independent and can, on most project, work as a team. We have high standards and expect the CEO to maintain the goals.

58. What are the major accomplishments of the board in the past year?

Adoption of a balanced budget with support of employee groups with no layoffs which enabled the Board to return furlough days pay to employees upon passage of Proposition 30. Gaining sufficient confidence of our District Voters to pass our \$700 Million Bond Issue,

Measure M. Completion of Accreditation Teams visits and evaluations of all three colleges with Team praise for all colleges and only a few issues actually involving the colleges or students, with a year to improve. The District/Board issues were largely review and revision of Board Policies and many Administrative Procedures to prepare or revise. Board Self Evaluation and delegation of authority will be dealt with soon. Passing Measure M bond, passing Proposition 30, completing accreditation self-study (and working towards follow up on ACCJC recommendations), developing contracts for construction that set goals for local hiring, hiring of minorities, veterans, decision to permit both union and non-union contractors to bid on Measure M construction projects. We all participated in the passage of Measure M. We managed to get through a bad budget year with no layoffs. Surviving the budget crisis without layoffs. Returning the furlough dollars. I can only mention the accreditation process and the fact our colleges received "warning" status. This over shadowed everything else.

59. What are areas in which the board could improve?

Understanding the difference between the roles of the Board and the Chancellor. Remembering Board members have no authority as individuals, but only as a whole Board. The Board needs to build trust with each other first and foremost. This is more difficult when Board Members are divided on key matters, but I think it must be done so that we can focus more on trust building with the Chancellor, and ask him to make this a priority for himself as well. Communication is key, and the Brown Act inhibits somewhat, but candor and transparency should/must be addressed to get a start on trust. As for building trust with the Chancellor, the word "verify" is essential. The original Russian proverb was "Trust, but verify", and President Ronald Reagan used this proverb successfully all through the Cold War. A similar phrase now is "Trust and verify". This is no longer in an adversarial way, but for those who work together, and it necessarily brings in "transparency" which is how the public must do business. There is the need for Board members to treat all fellow Trustees respectfully both in and outside of Board meetings (even those with whom they disagree) and to behave as a team, following the Code of Ethics. Some individual Trustees do not speak to others on the Board or on the dais respectfully or treat fellow Board members respectfully in their communications outside of Board meetings; some individual Trustees act as if they have authority outside of Board meetings and have behaved unethically by using District resources to make personal statements without consulting with other Board members. Such behavior harms the reputation of the entire Board and the District. Much, much shorter meetings. Reduce the size of the agenda, by assigning much of the "administrative approvals" to the chancellor's office. Much clearer, broader goals. Facing up to legal costs and reducing them. Setting goals for our administration, monitoring progress, keeping the system accountable, and keeping students the prime priority.

60. As a trustee, I am most please about

The struggle we have made and our work to keep resources at the campuses and class rooms. (pleaseD) Current leadership of the Board. Fair, reasonable, on target. Working on behalf of Coast District students, faculty and staff, seeing their accomplishments even in tough fiscal times. Trustee Grant and I are developing a trust together which is a small, but good step. We disagree on some issues, but we can talk and that's good. He made the first move and so we are going from there. The District is in a better financial position this year and we are finally able to increase class offerings at all the colleges. We have a wonderful office staff that goes the extra mile to support the Board.

61. As a trustee, I have concerns about

See #59 Our internal relations on the board. In particular I am also concerned about the recommendations we receive from staff that lack full information. see 59. The lack of clear advice from the chancellor. He needs to make recommendations to the board; we shouldn't have to pry it out of him e.g., "These are your options, a, b, c," -- and the plusses and minuses to each. The heavy handedness of the chancellor in making significant changes without board discussion. I am concerned about the relationship the Board has with the executive team. There is a lack of trust that affects decisions. I am very concerned about how the Board can do its job effectively, unless we retain the tools that give us the people to staff the Board. All CEO's seem to want the delegation of authority for every employee and consultant. That is fine for all operational needs and I concur, which means the vast majority of employees work for the Chancellor. For the Board we need the positions of External Auditor, General Counsel and Secretary of the Board to be determined by the Board to build the trust through verification and transparency.

62. As a trustee, I would like to see the following changes in how the board operates

Board Vice President should be given more specific duties...perhaps put in charge of Board Self-Evaluation, review minutes of meetings. Have fewer committees--perhaps combine some, eliminate others. Representative to OC Legislative Task force should be on Legislative Affairs committee so that there is a connection between these two groups. see 59. I think the Board operates generally quite well. It might work better with a portion of each meeting devoted to a "workshop discussion on one item each meeting where there are no votes or other action taken. Blue pages. The rest of the meeting would have a Consent Calendar as we do now, but no controversial, new or unusual items on it. Yellow The usual Business Discussion section. Green Not necessarily changes, but continued use of board hired public relations, auditing, legal services that report to the board. Also, the board staff arrangement should remain as in the past. I would like to see more respect for each other

and for the administrators; more willingness to work as a team, less confrontation. Use the study session format to address issues before they appear on a Board agenda.

63. I recommend that the board has the following goals for the coming year:

Complete requirements of ACCJC recommendations on schedule, improve communications among Board members (disagree without being disagreeable, disrespectful) and between individual Board members and Chancellor. Meet the requirements of the ACCJC by March, 2014. Continue to work on improving Board/administration relations. Support actions to increase student success at the campuses. Change legal arrangements to reduce costs; place under the chancellor, not the board. Make the Board's only employee the chancellor. GET THE CHANCELLOR TO MAKE CLEAR EFFECTIVE RECOMMENDATIONS ON ALL ISSUES – NOT SIT BACK AND LET THE BOARD HAMMER THINGS OUT. Define and develop a Coast "student success" initiative, plan, model. Think outside the box to achieve what students want as their goals consistent with the community college mission to transfer students to four year colleges, a better job or workforce training. Develop a District wide plan for energy efficiency buildings and student In order to stay with statewide plans for Proposition 39. Adopt a plan for expenditure and overseeing of the Measure M funds in order to get the projects that the current citizens and future studentsd will need. Respond to accreditation concerns and maintain high standards for students. Look closely at faculty hiring to reflect the diversity of the population served. Maintain financial standards to keep classes available. Work closely with federal, state and local officials to maintain good working relations.

If there are additional comments you would like to make, please provide them here

This is generally a good Board with individuals who bring many different strengths to District oversight. The lack of trust and mutual respect among members creates problems for working as a team. When there is distrust and hostility coming from the Board, it permeates the entire District. We have an obligation to improve our relationships with administration and employee groups. A stable Board will help to develop a stable District. I think the board should revisit the issue of "Delegation of Authority" which by law I feel the Board is compliant. Too many issues give me concern as to the changes suggested that will take power from the elected board members.

Number of daily responses