

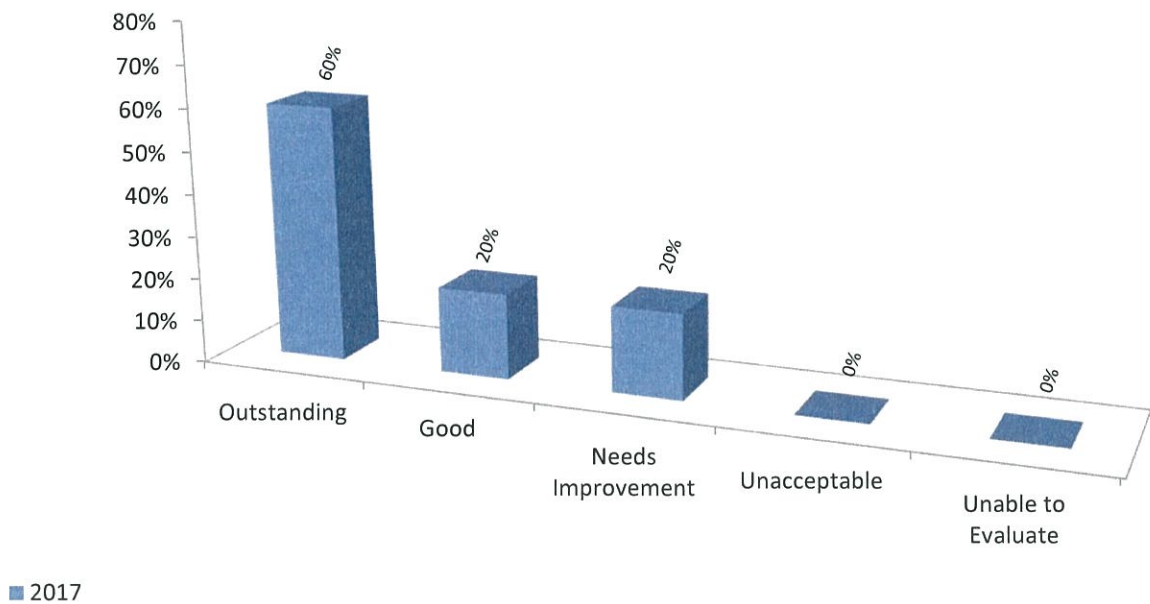
Coast Community College District

Board of Trustees Self-Evaluation Survey

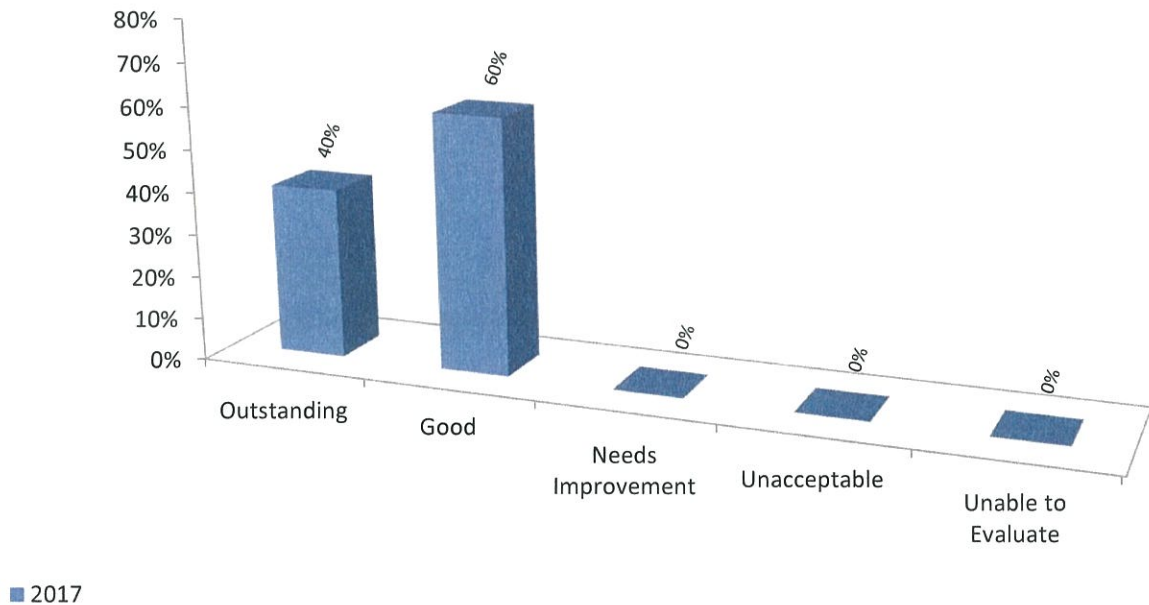
Fall 2017 (5 responses)

Mission and Planning

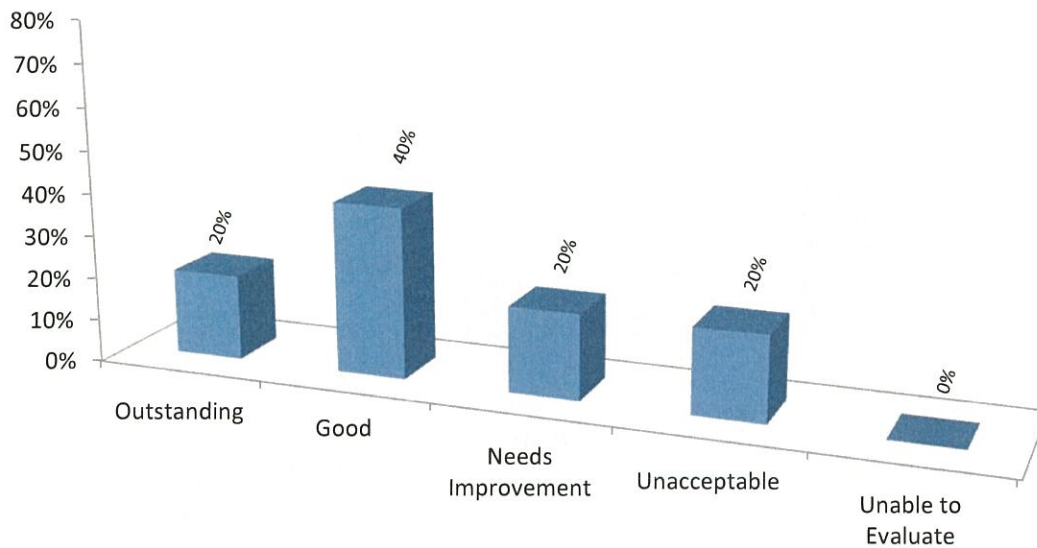
1. Board members are knowledgeable about the culture, history, and values of the district.



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

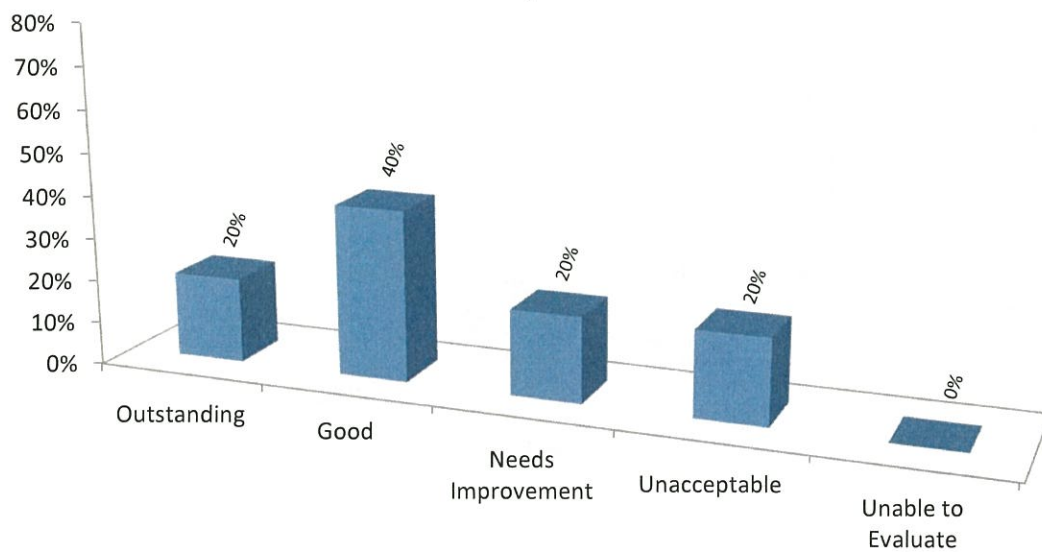


3. The board spends adequate time discussing future needs and direction of the district.



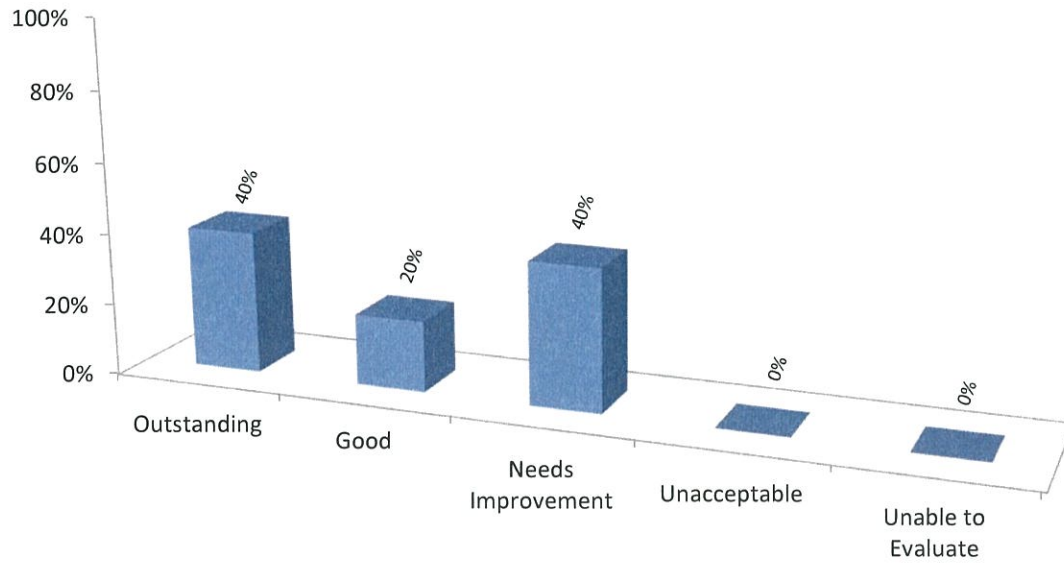
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4. The board assures that there is an effective planning process and is appropriately involved in the process.



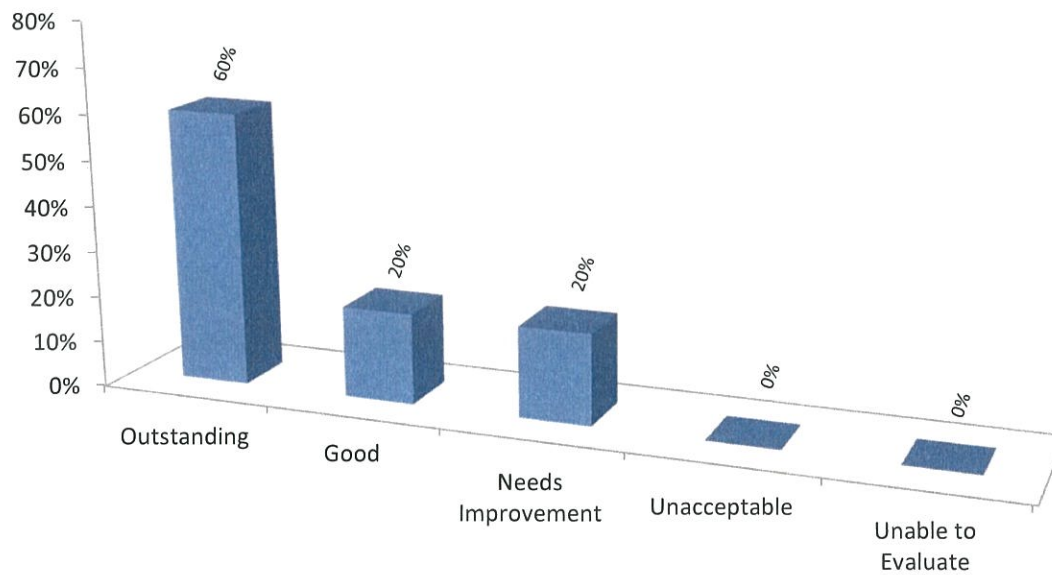
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5. The board assures that district plans are responsive to community needs.



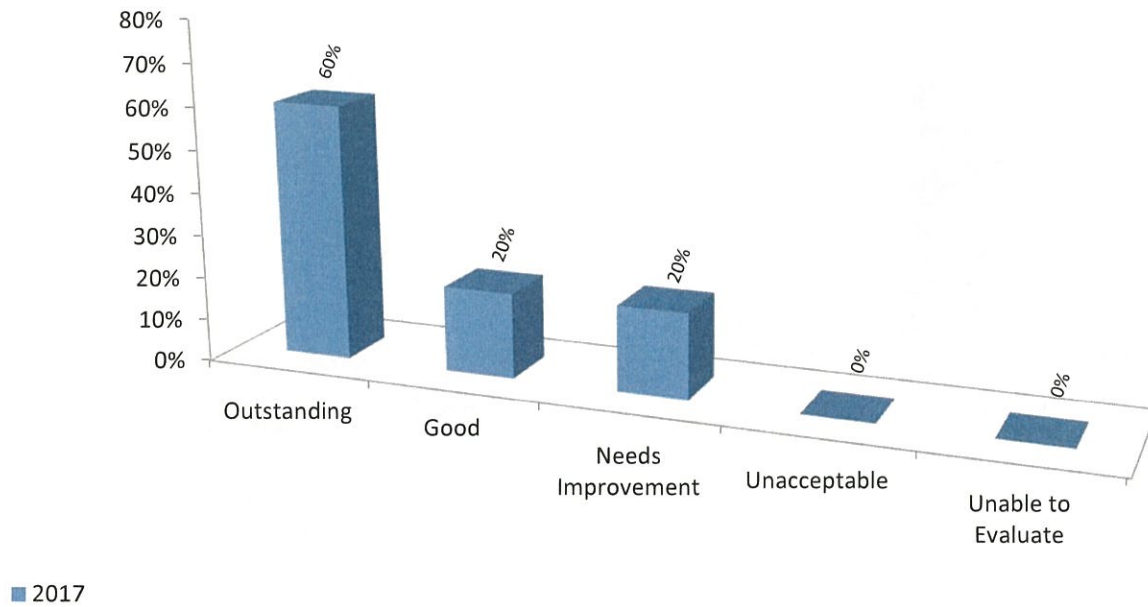
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6. The board has adopted and monitors the implementation of the district's strategic, educational and facilities master plans.



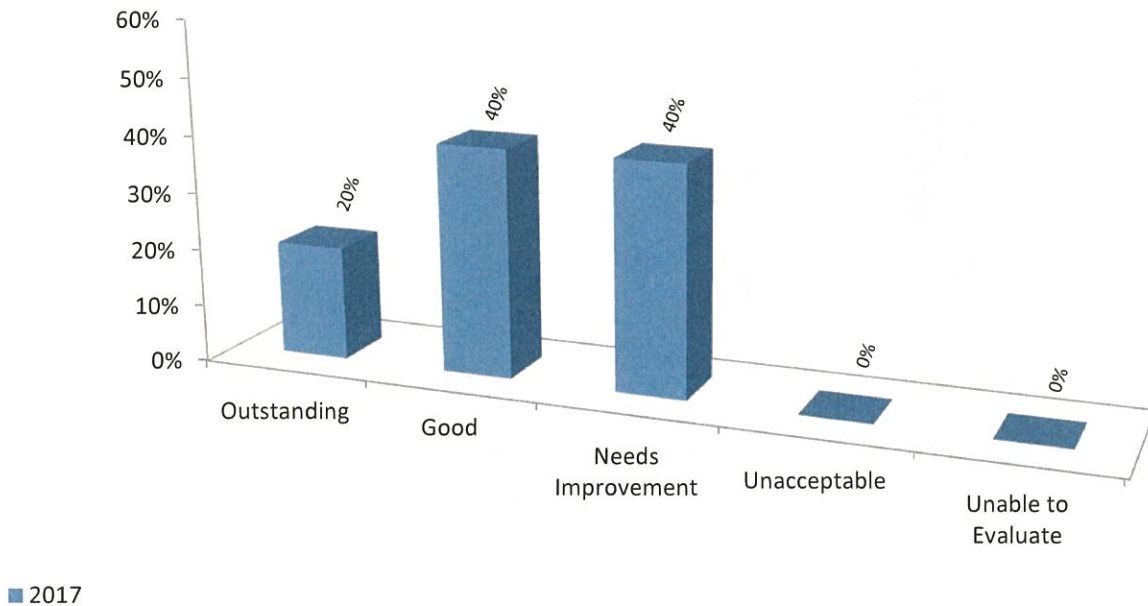
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7. The board sets annual goals or priorities in conjunction with the CEO and monitors progress towards them.

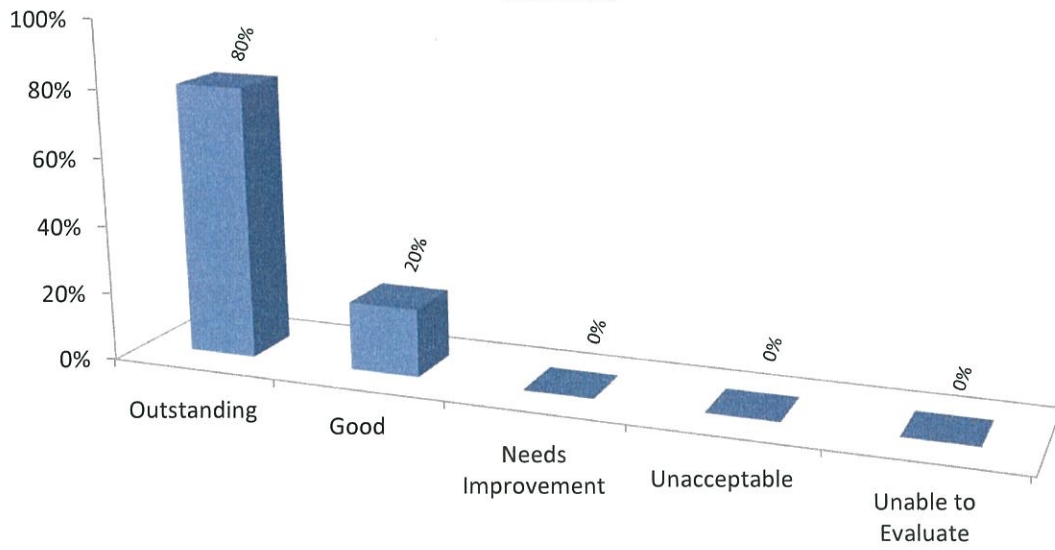


Policy Role

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

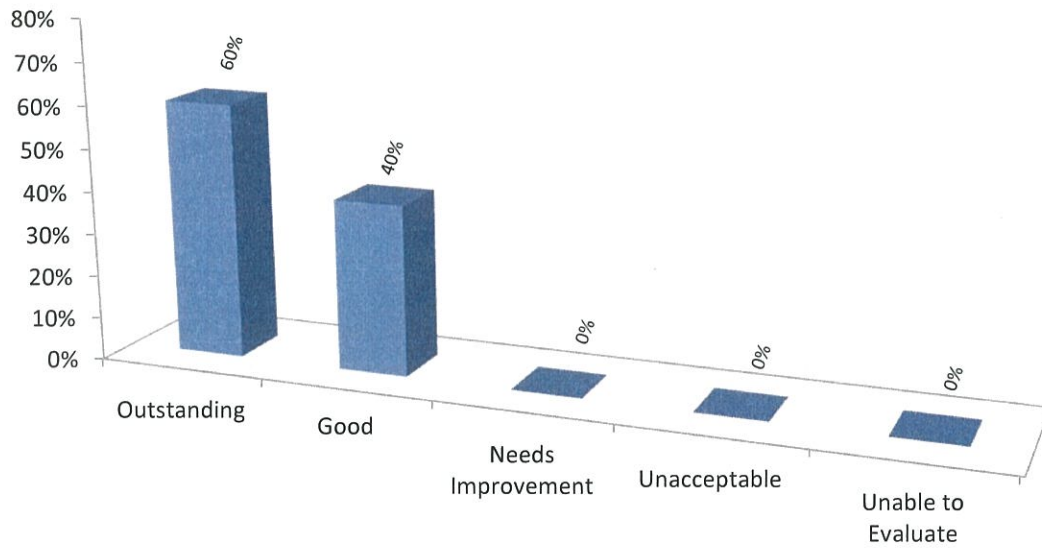


9. The board assures that the district complies with relevant laws, regulations and accreditation standards.



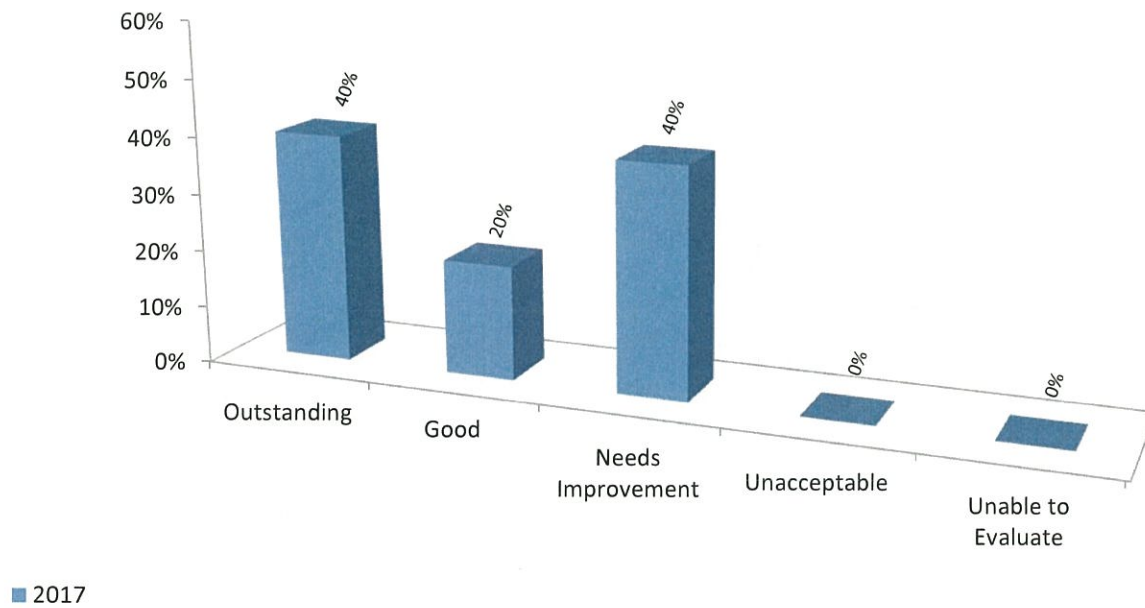
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10. The board's policy manual is up-to-date and comprehensive.



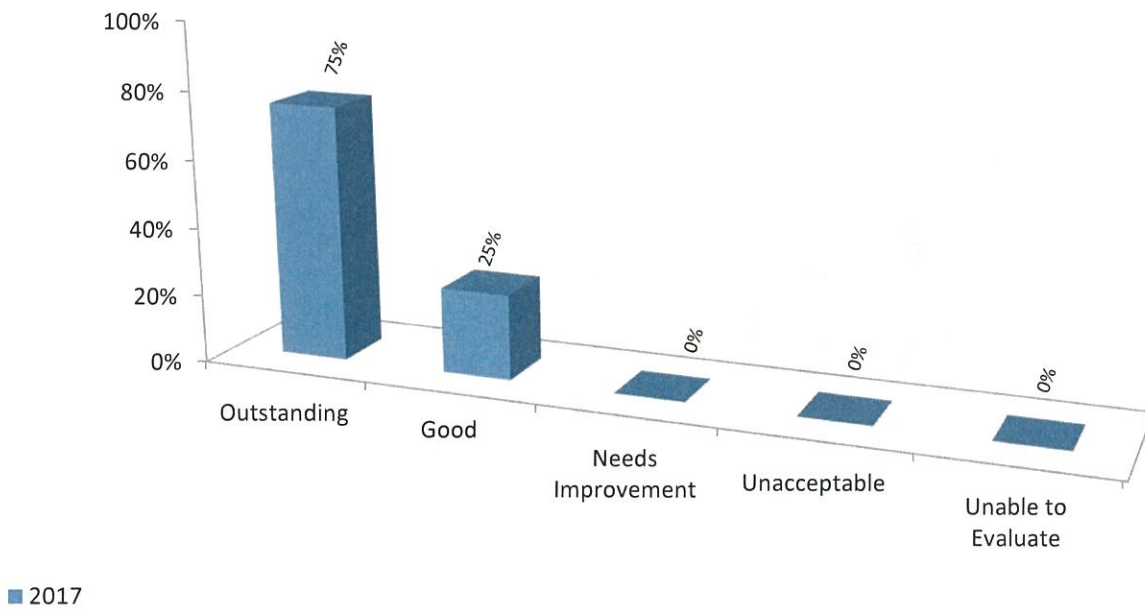
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11. The board relies on board policy in making decisions and in guiding the work of the district.

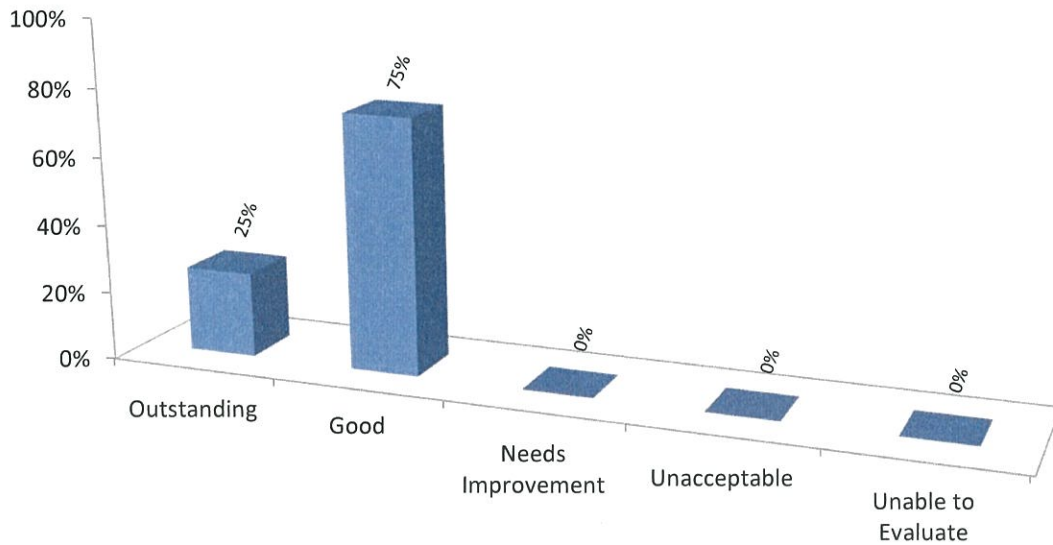


Board – CEO Relations

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

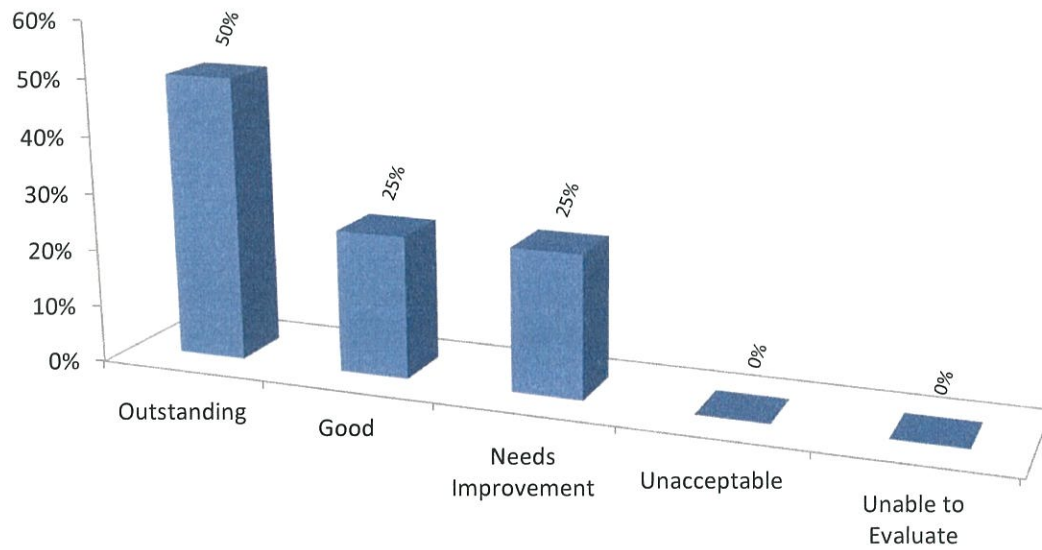


13. The board clearly delegates the administration of the district to the CEO.



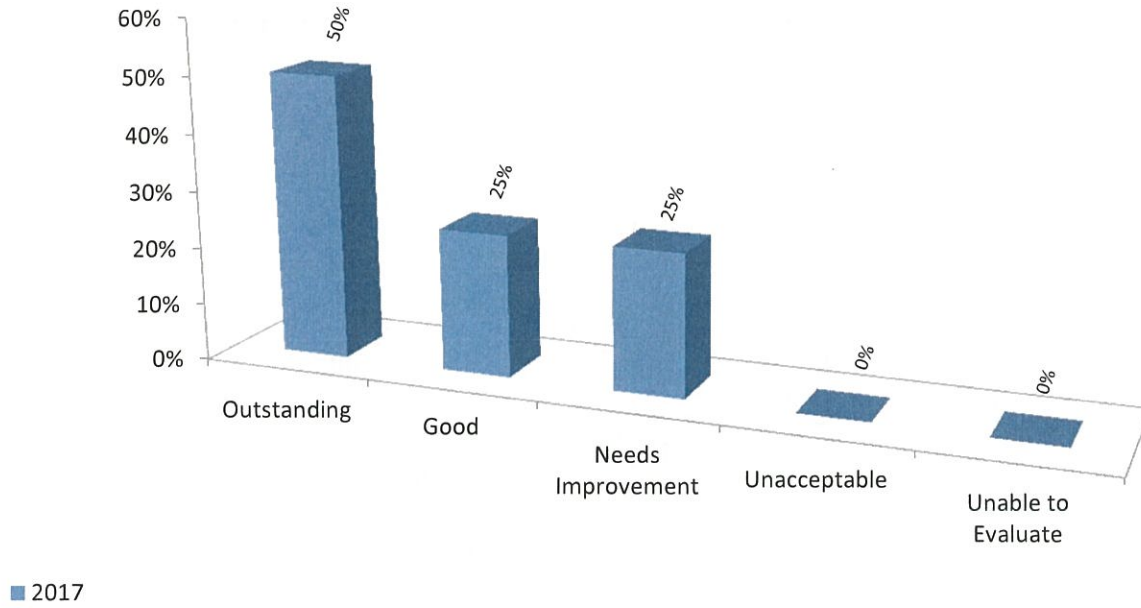
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14. The board sets and communicates clear expectations for CEO performance.

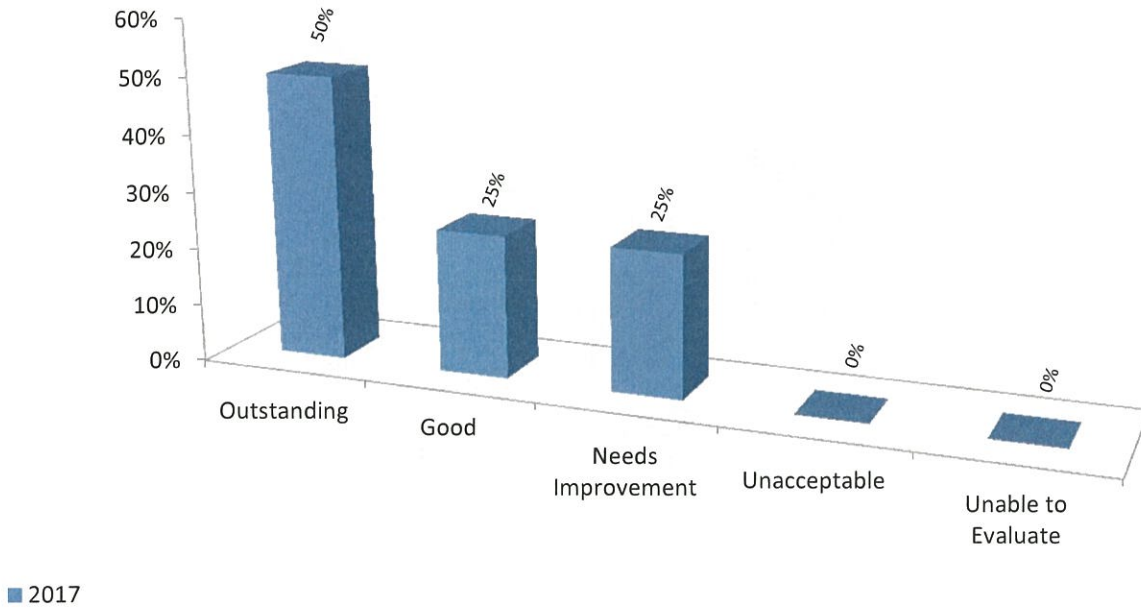


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15. The board regularly evaluates CEO performance.

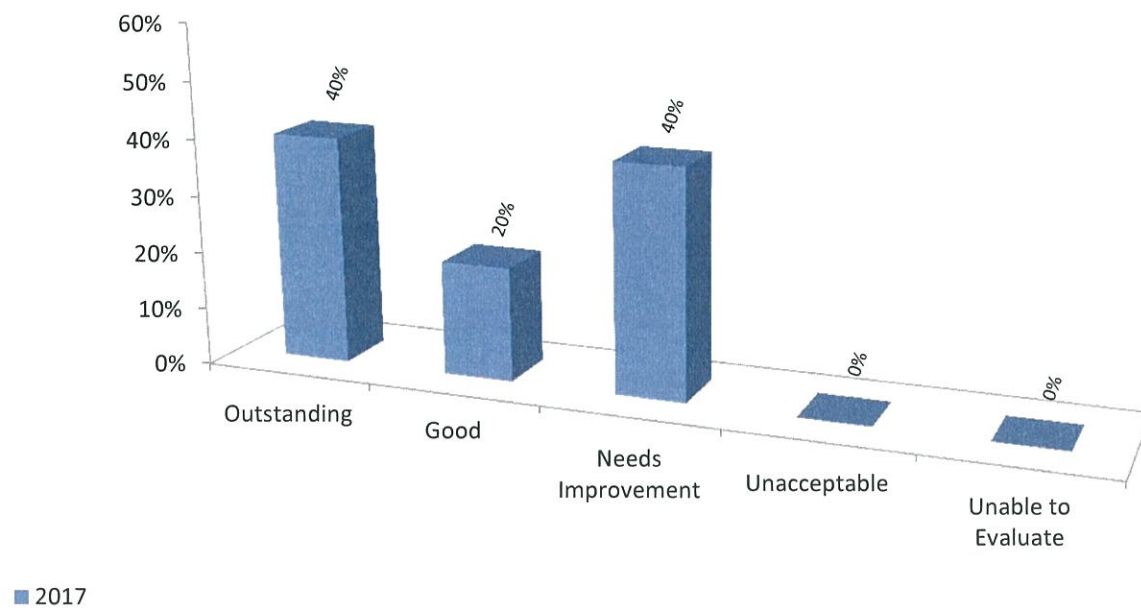


16. The board periodically reviews the CEO contract to assure appropriate support and compensation.

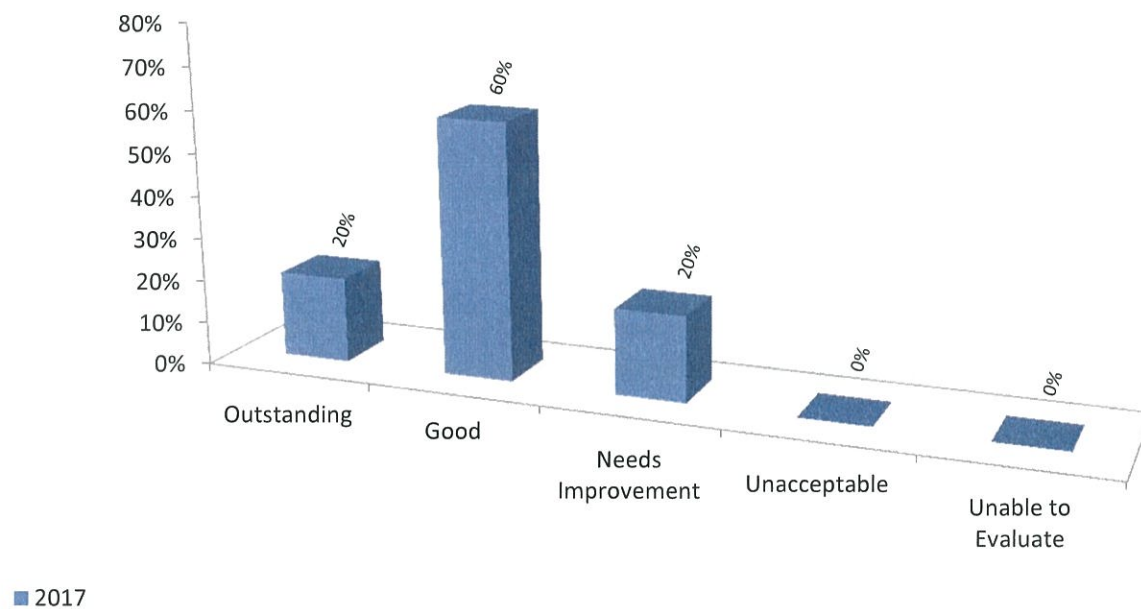


Community Relations & Advocacy

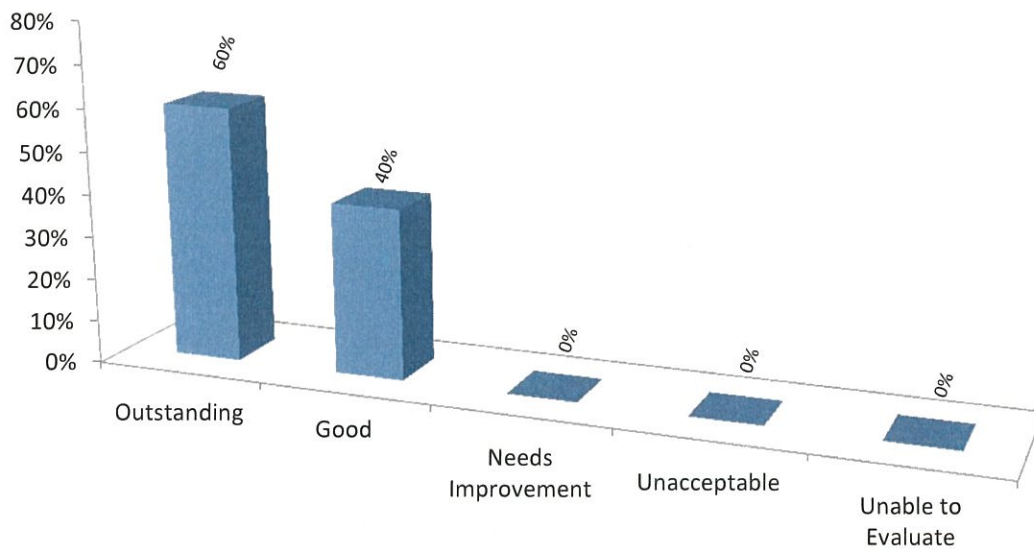
17. Board members act on behalf of the public and citizens in the district when making decisions.



18. Board members are active in community affairs.

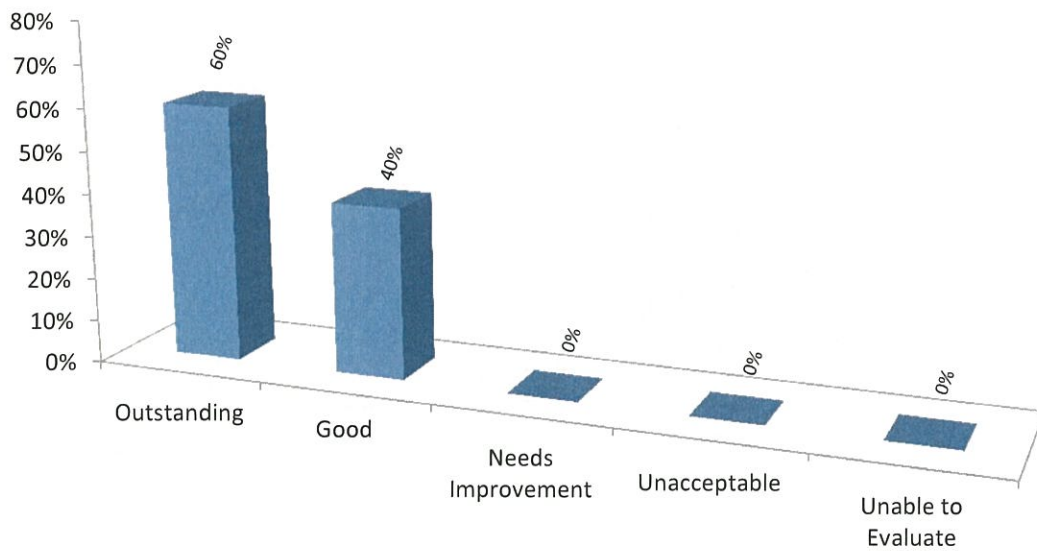


19. The board advocates on behalf of the district to local, state, and federal governments.



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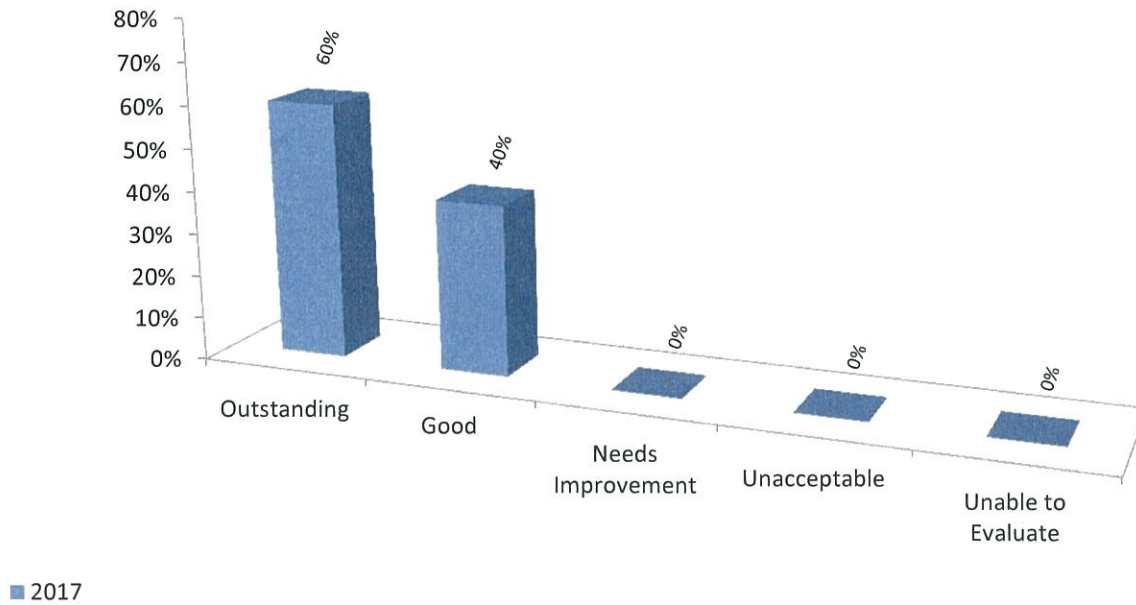
20. The board actively supports the district's foundation(s) and fundraising efforts.



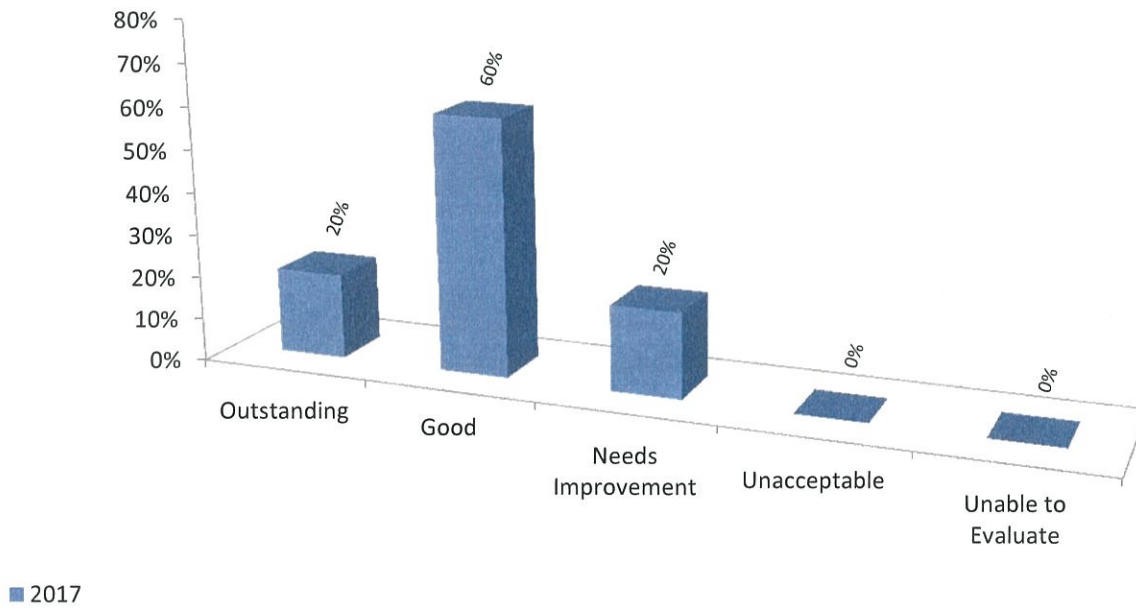
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Educational Programs and Quality

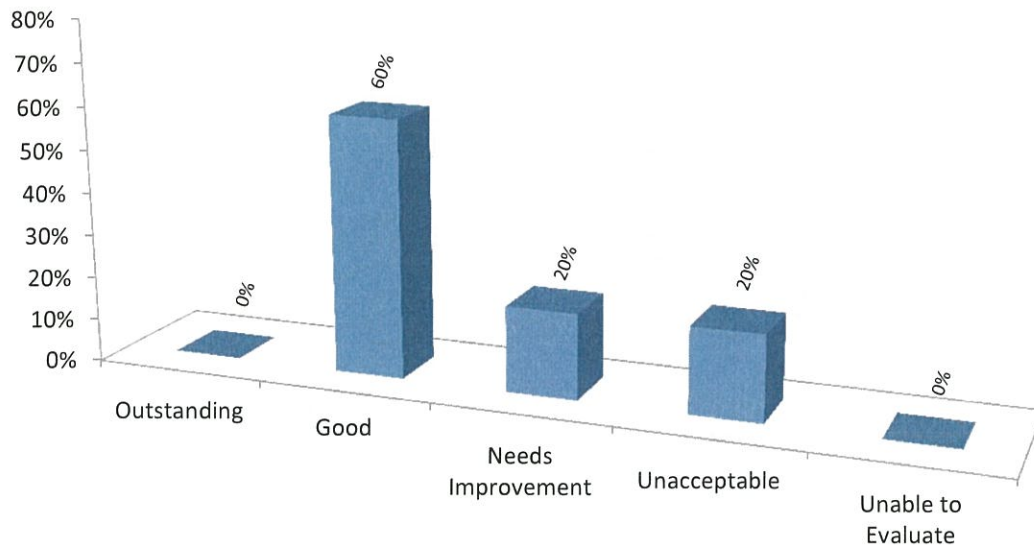
21. The board is knowledgeable about the District's programs and services.



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

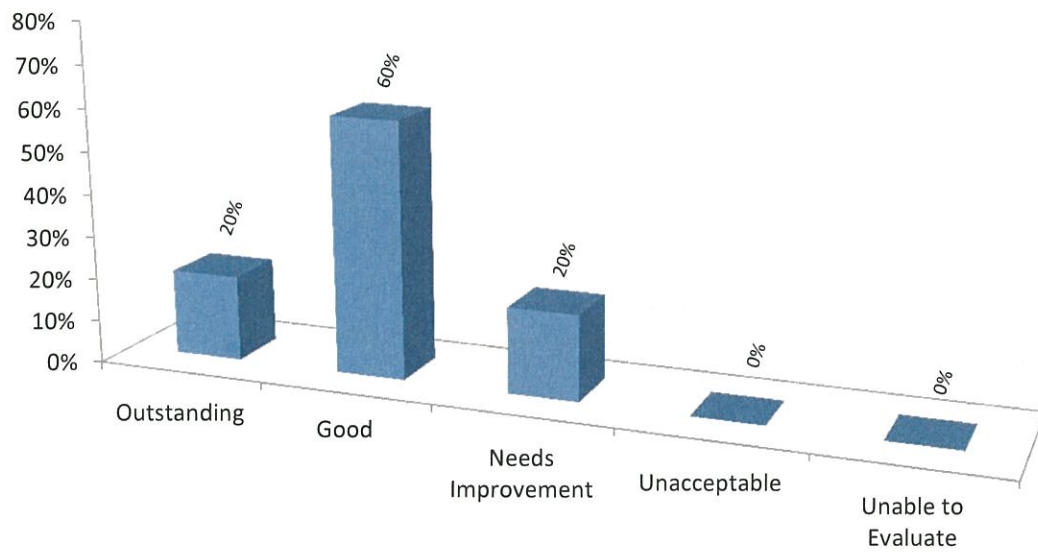


23. The board has established expectations or standards that enable it to monitor the quality and effectiveness of the educational program.



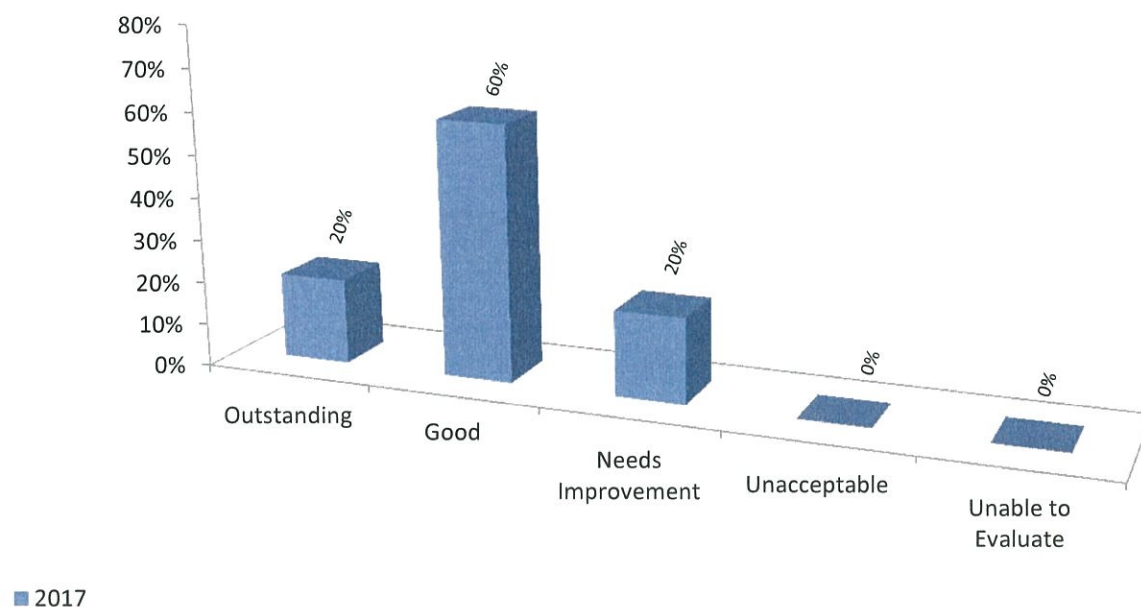
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24. The board regularly receives and reviews reports on institutional effectiveness.

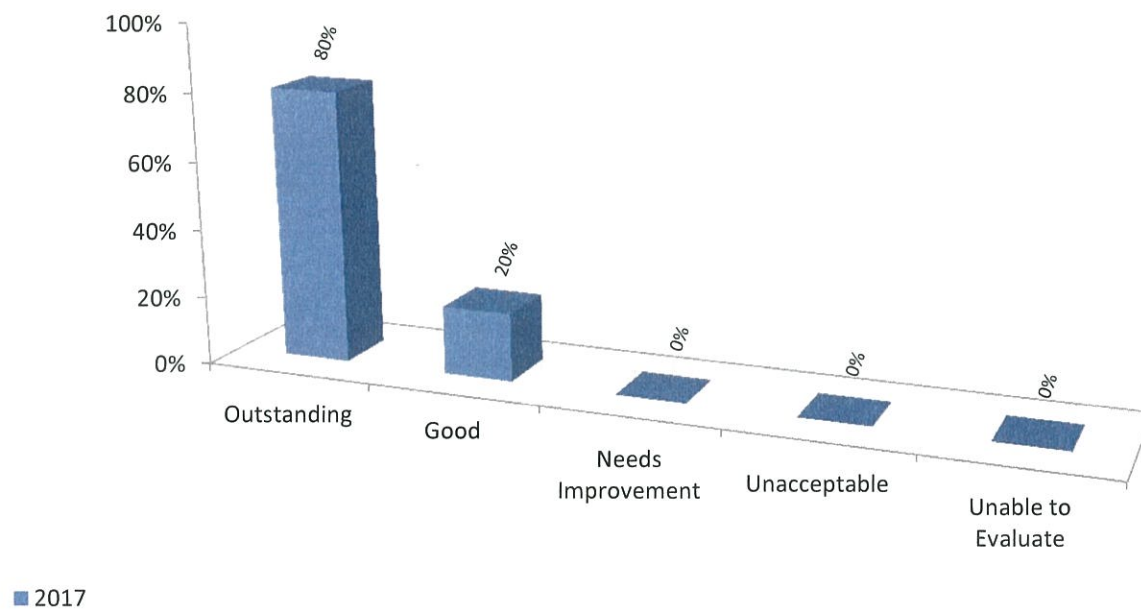


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25. The board is appropriately involved in the accreditation process.

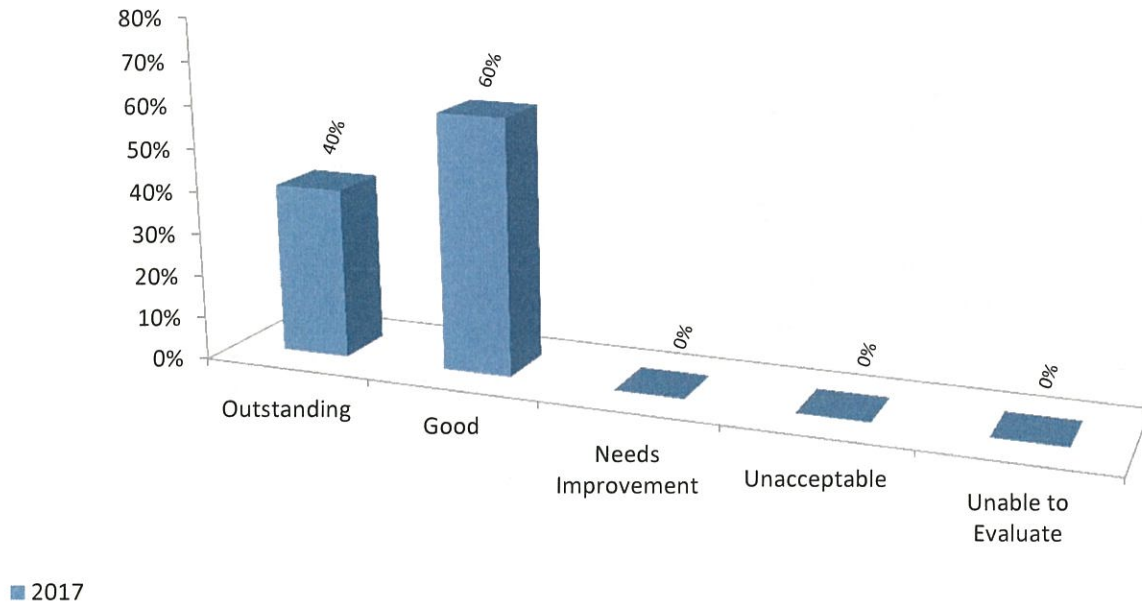


26. The board understands and protects academic freedom.

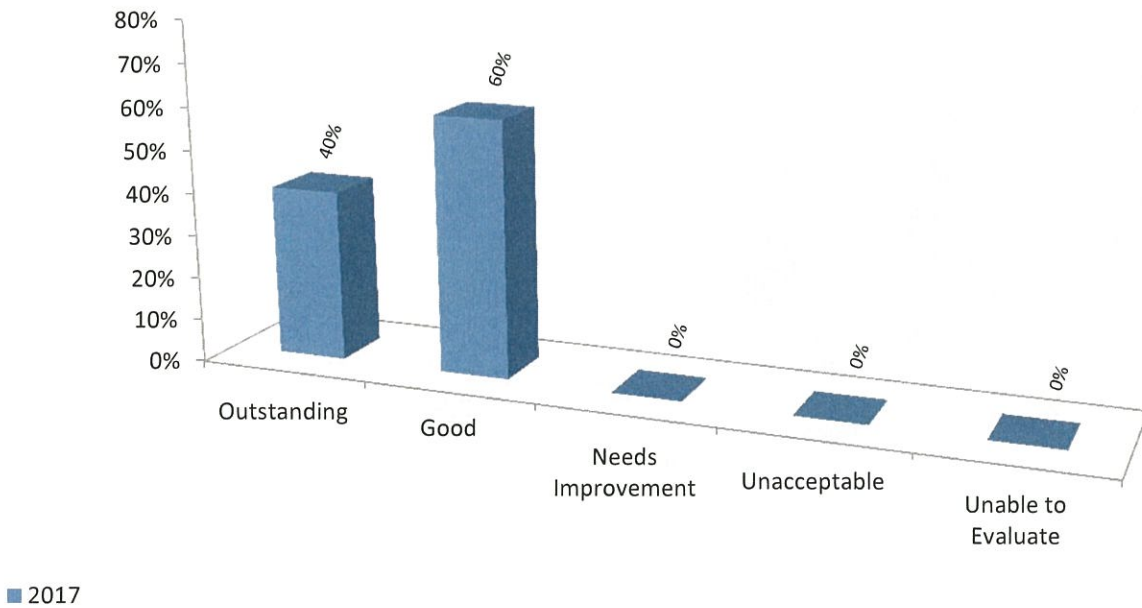


Fiduciary Role

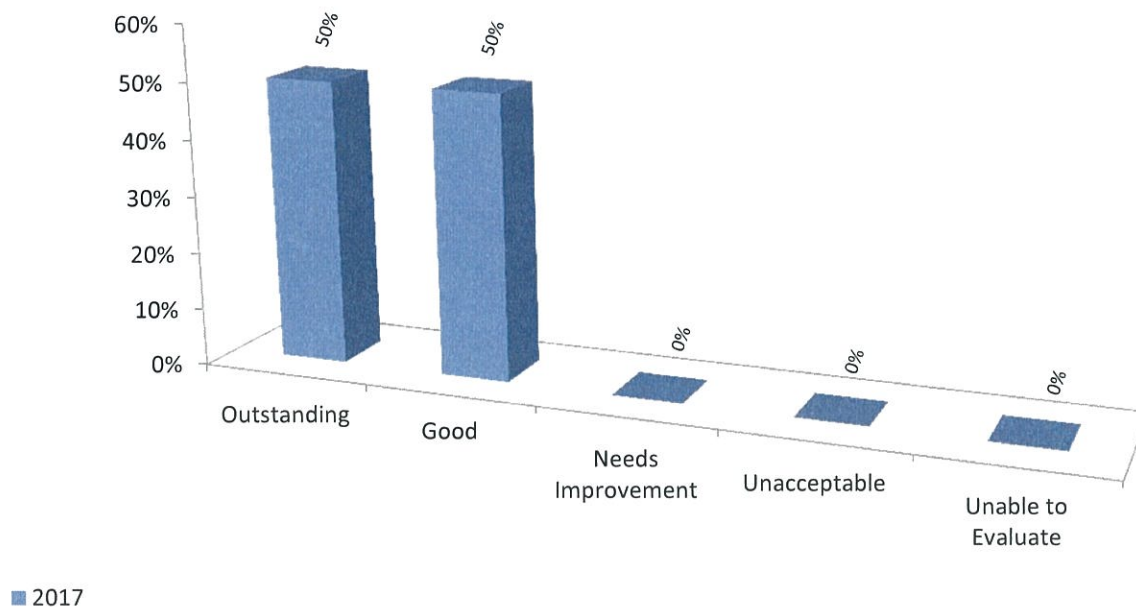
27. The board assures that the budget reflects priorities in the district's plans.



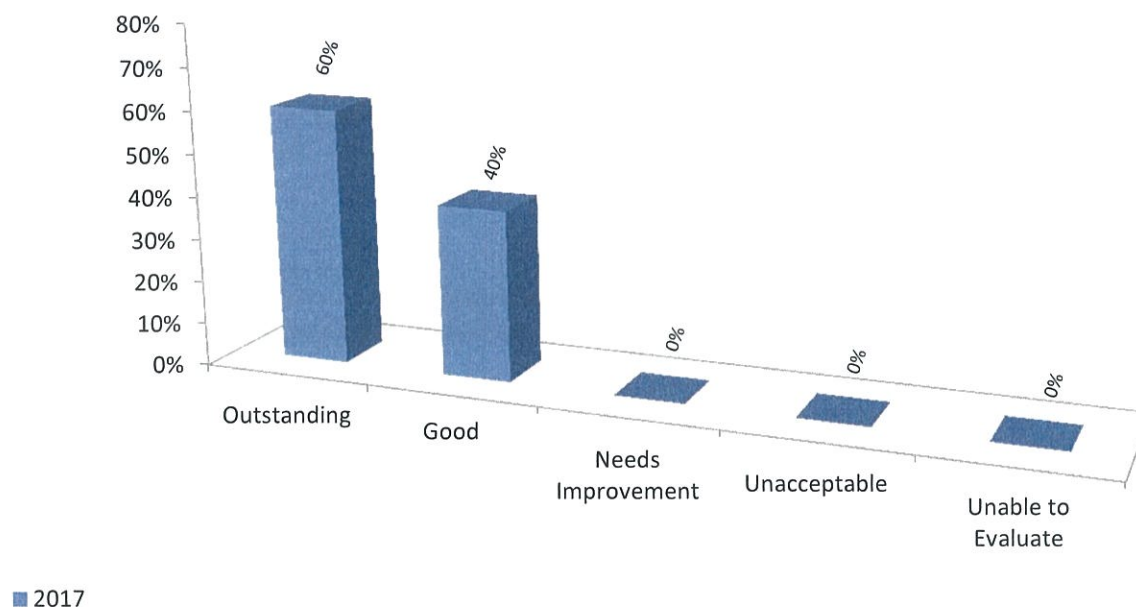
28. Board policies assure effective fiscal management and internal controls.



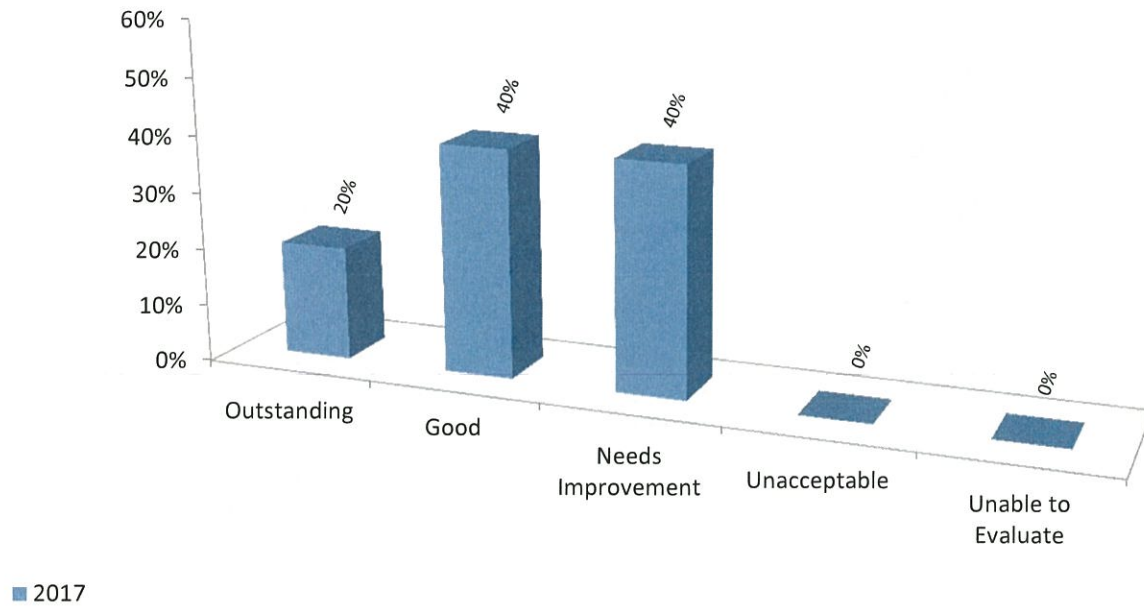
29. The board regularly receives and reviews reports on the financial status of the institution.



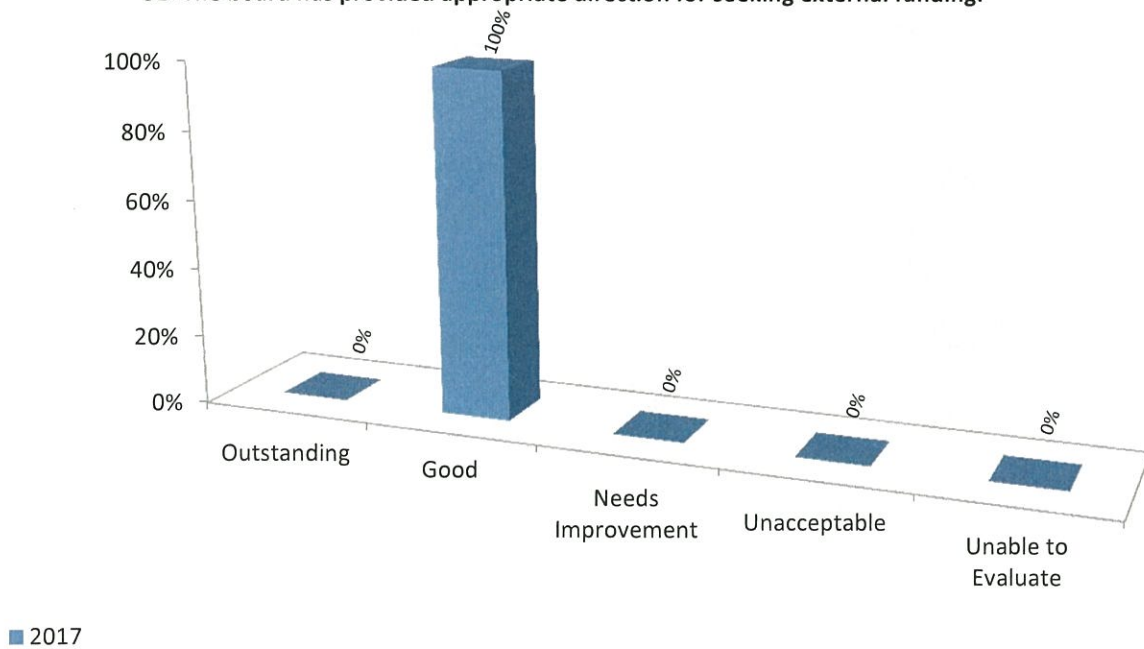
30. The board reviews the annual audit and monitors responses to recommendations.



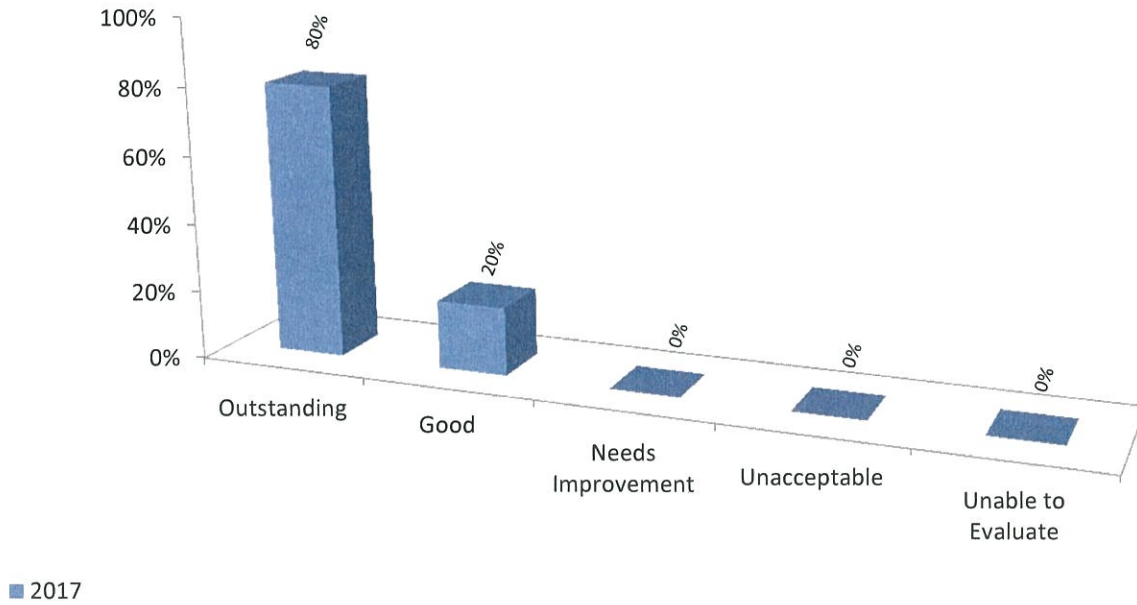
31. The board adopts and monitors the implementation of a facilities master plan.



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

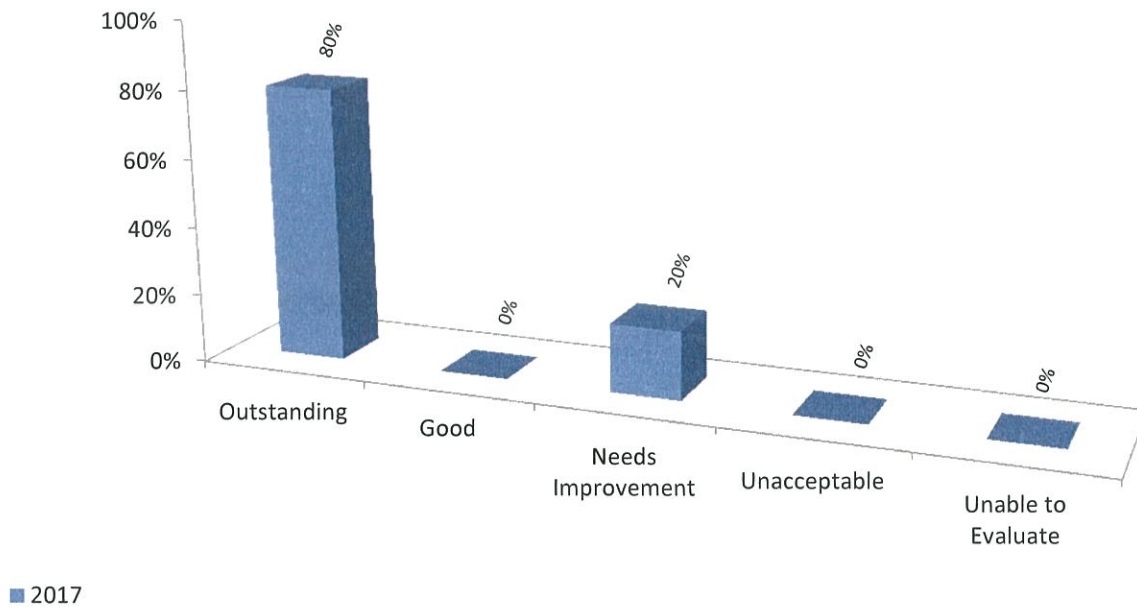


33. The board maintains an adequate financial reserve.

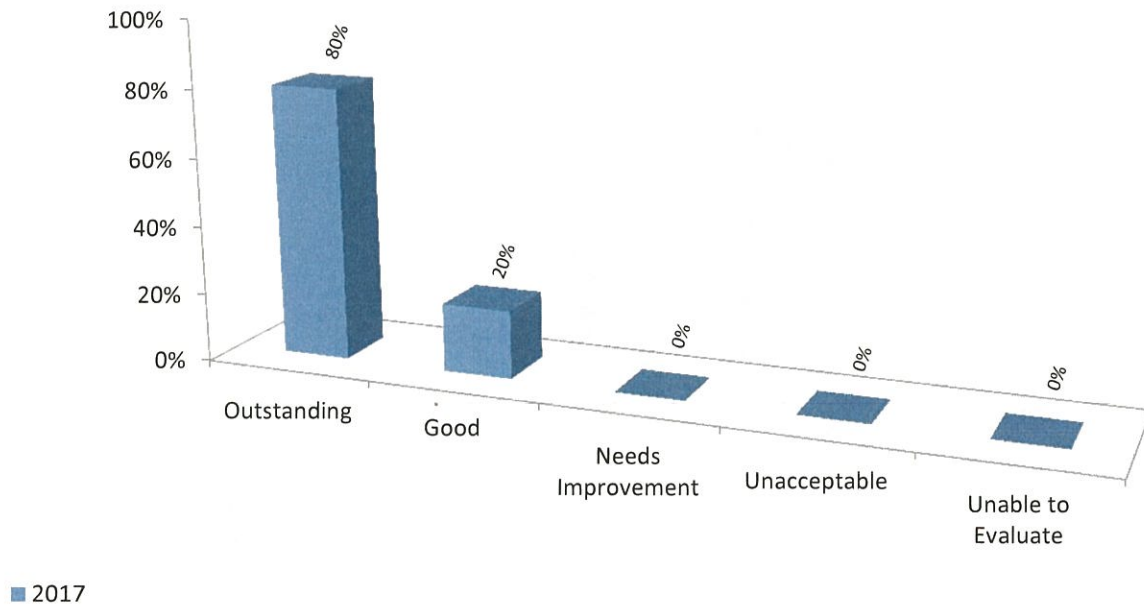


Human Resources and Staff Relations

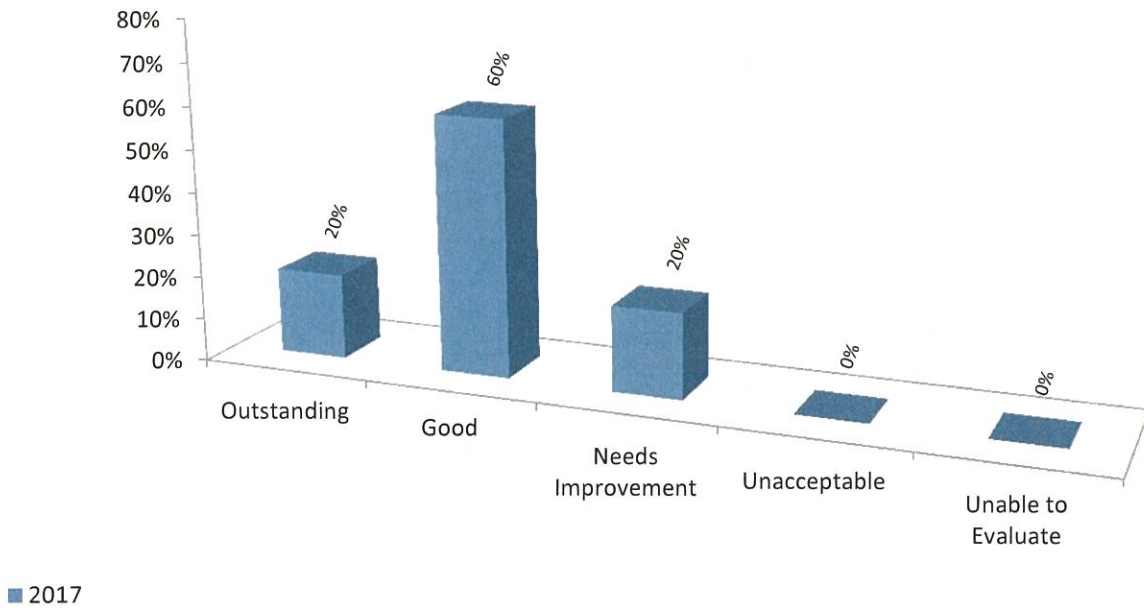
34. The board's human resources policies provide for fair and equitable treatment of staff.



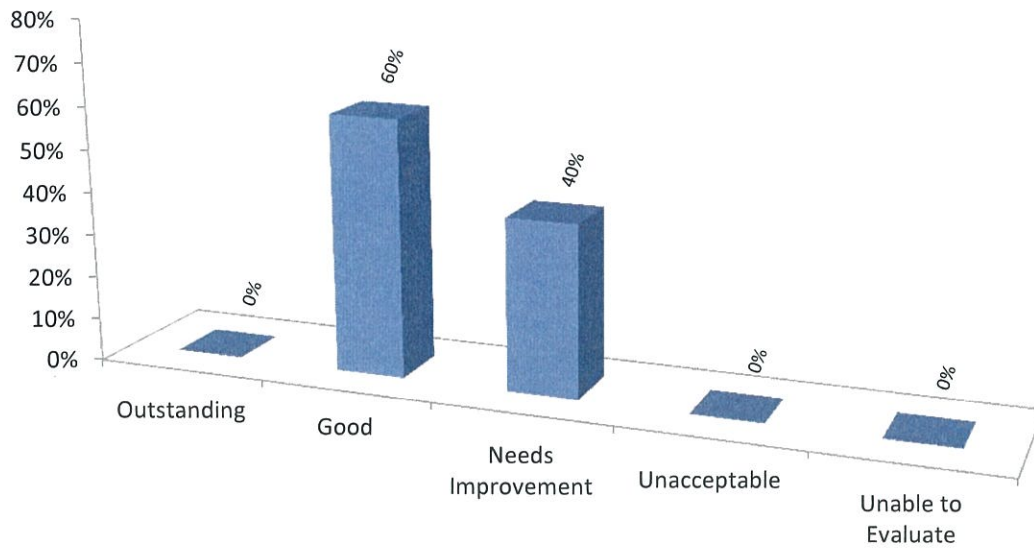
35. The board has established and follows clear parameters for collective bargaining.



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

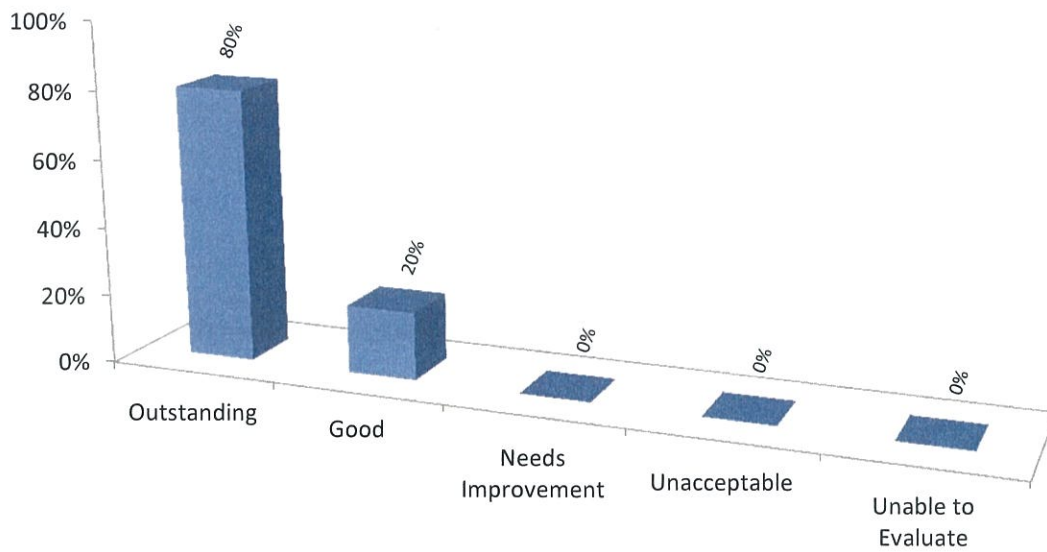


37. Board members refrain from attempting to manage employee work.



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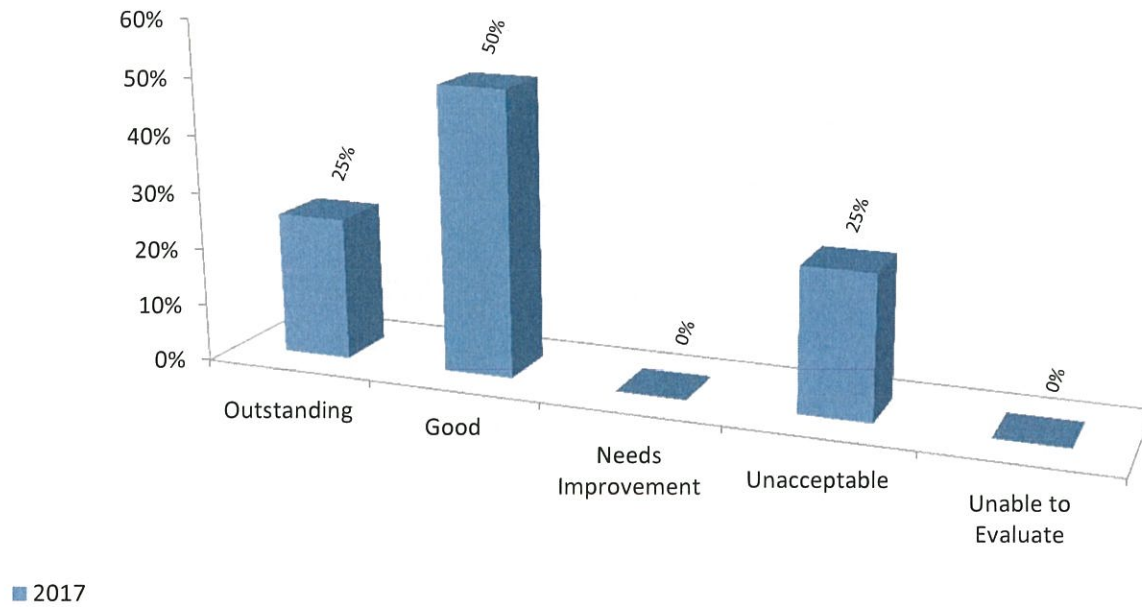
38. The board expects and supports faculty, staff, and student participation in college decision-making.



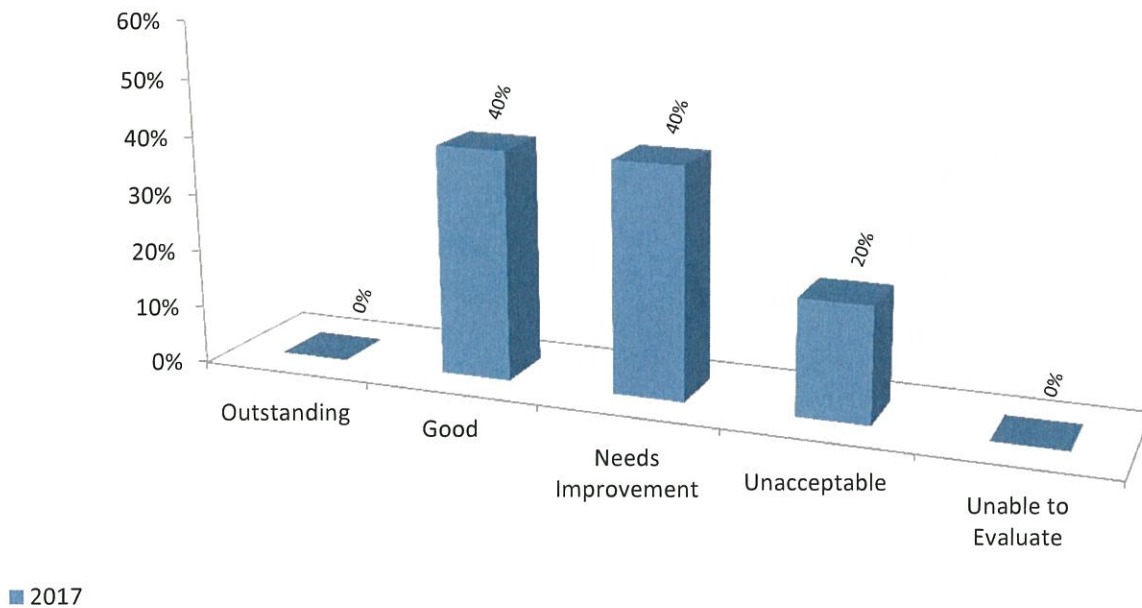
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Board Leadership

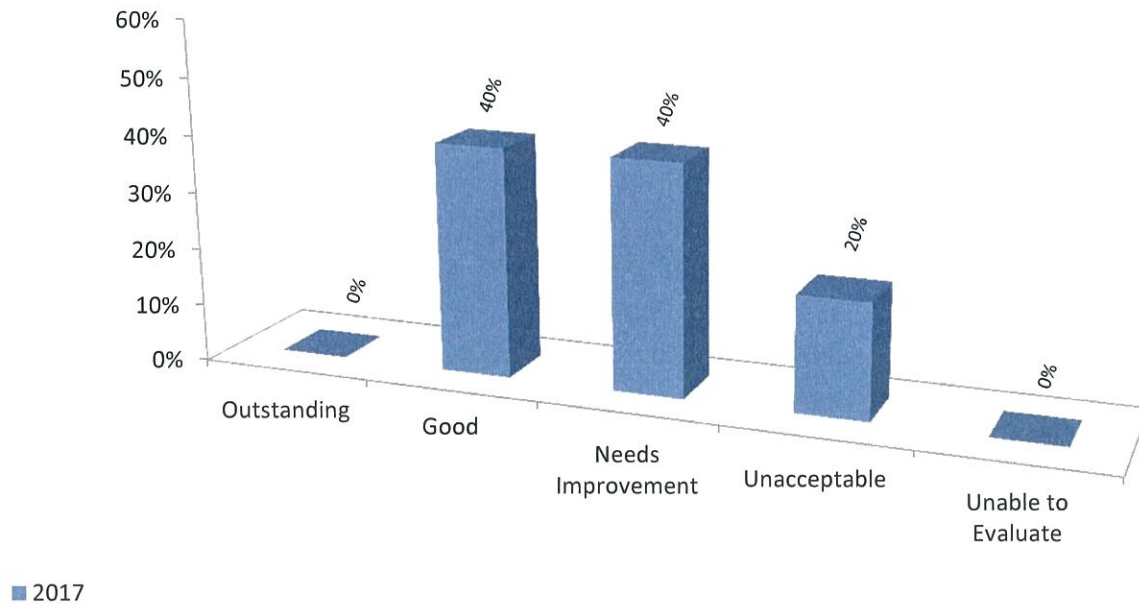
39. The board understands its roles and responsibilities.



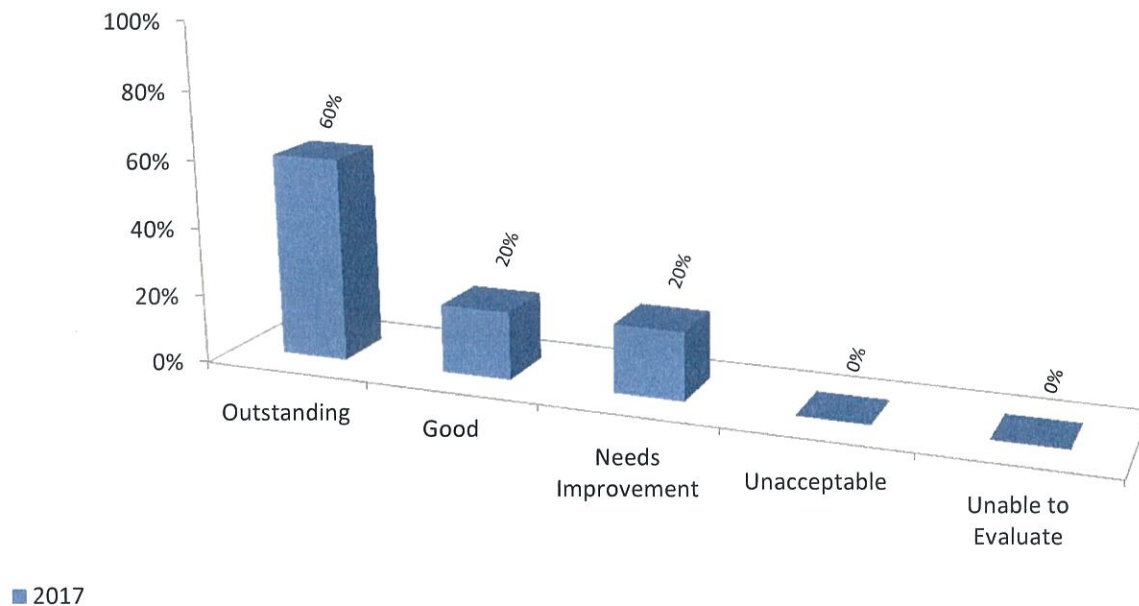
40. The board expresses its authority only as a unit.



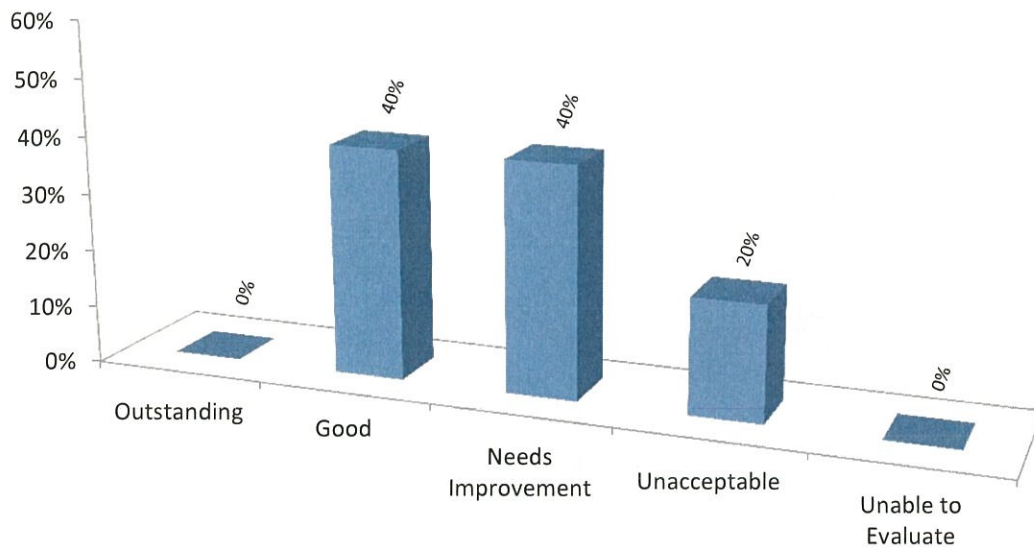
41. Board members understand that they have no legal authority outside board meetings.



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

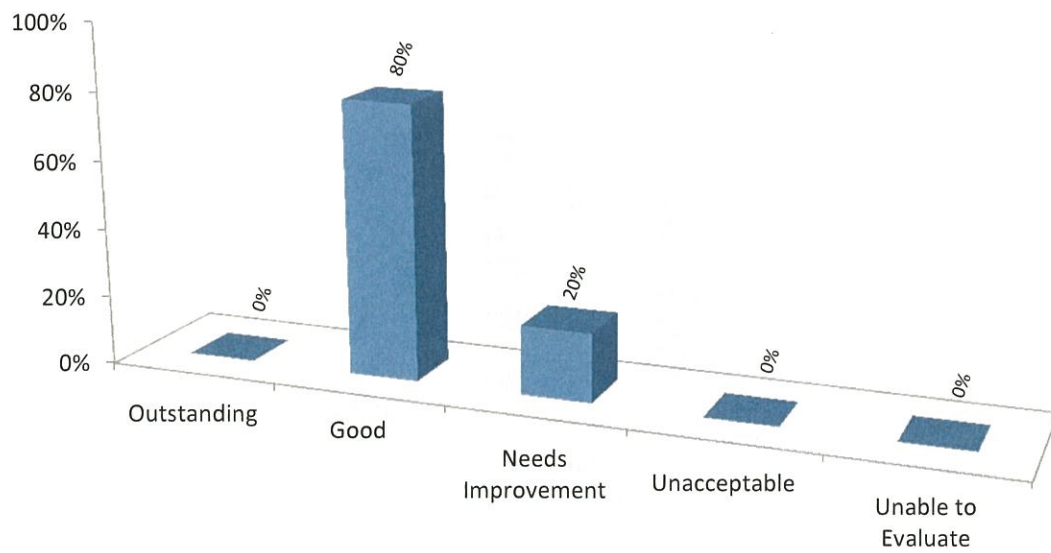


43. Board members uphold and comply with the board's code of ethics.



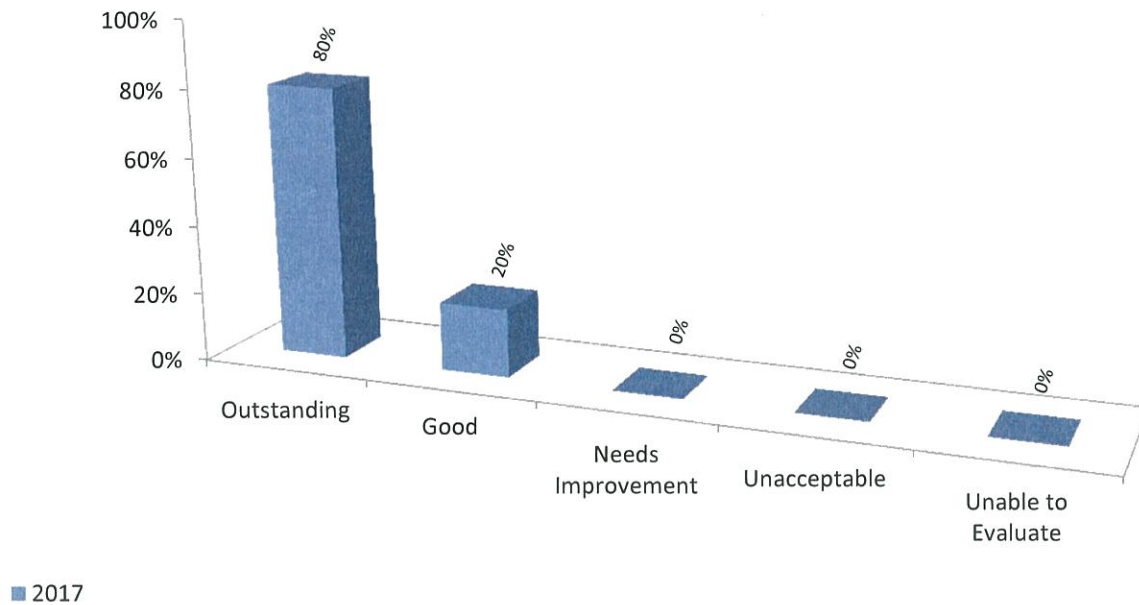
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44. Board members avoid conflicts of interest and the perception of such conflicts.

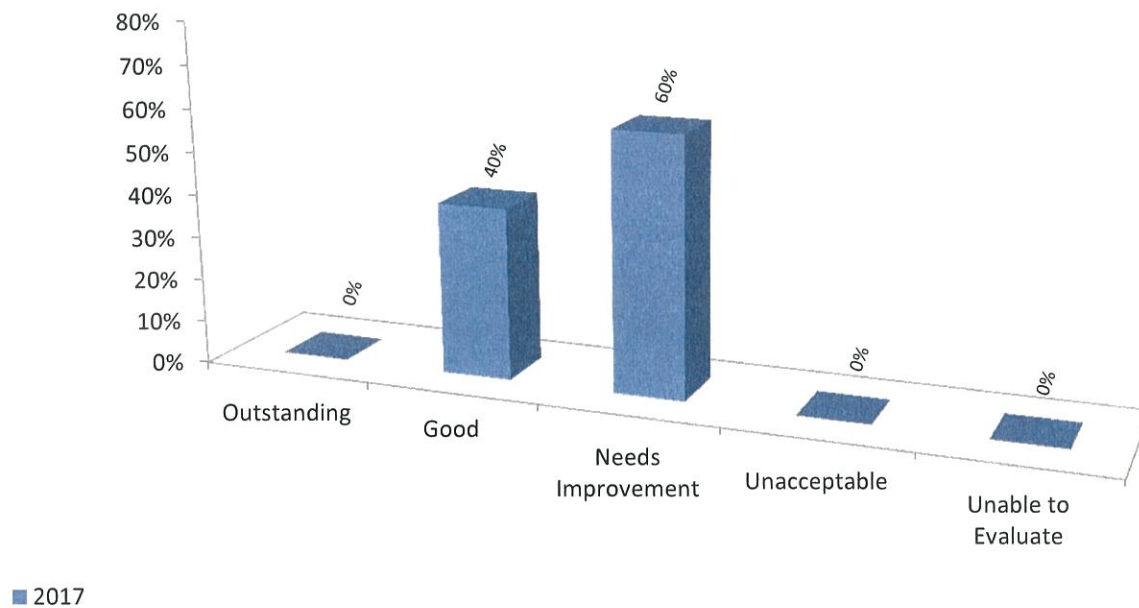


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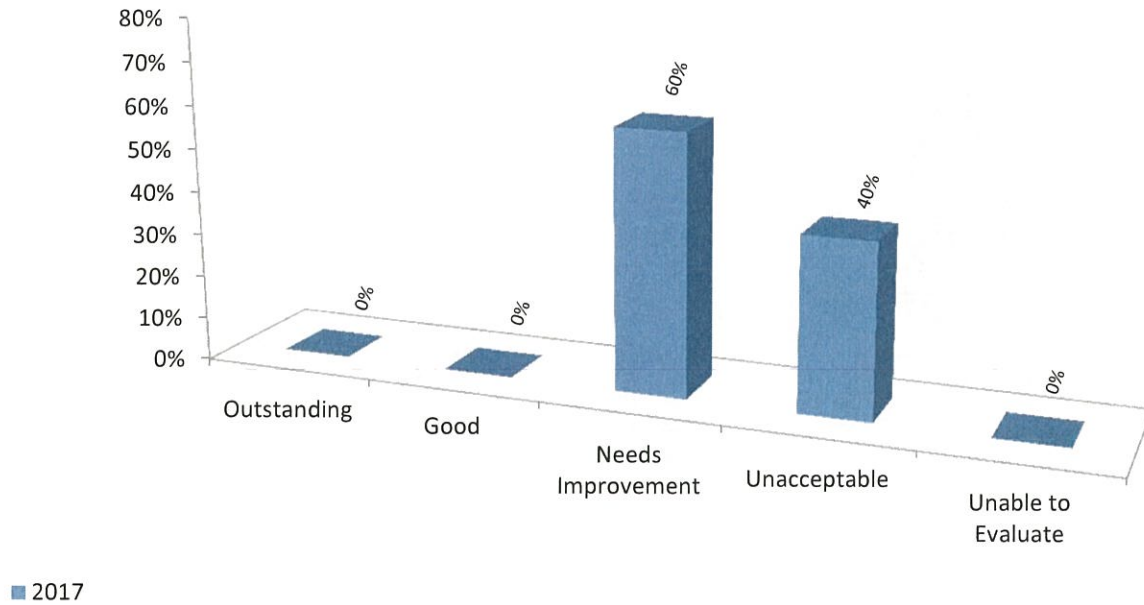
45. Board members annually file a statement of economic interests.



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

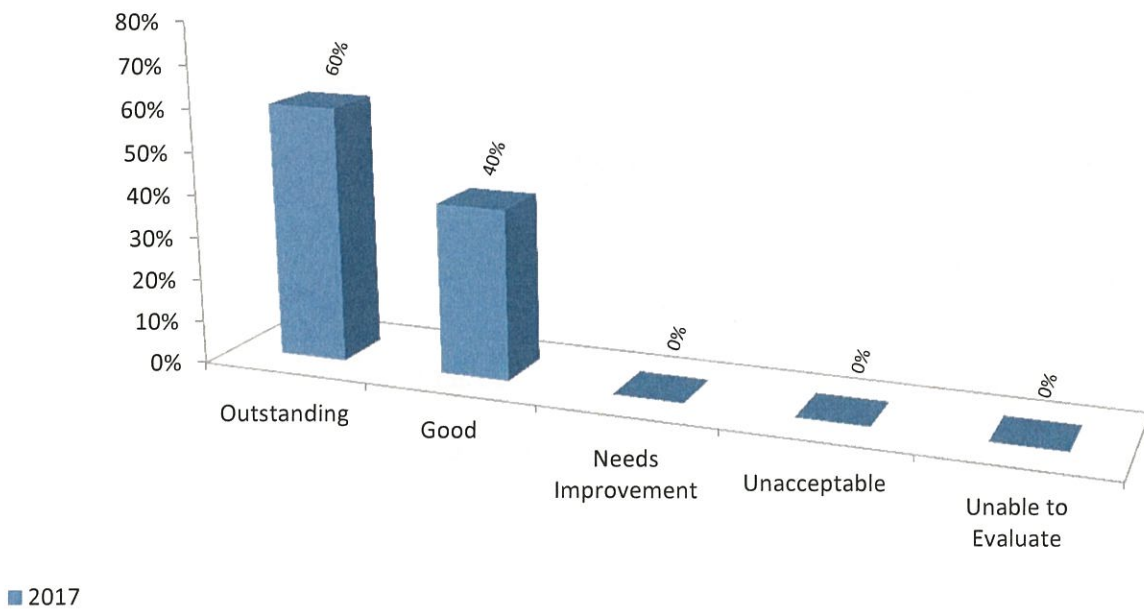


47. Board discussions and relationships reflect a climate of trust and respect.

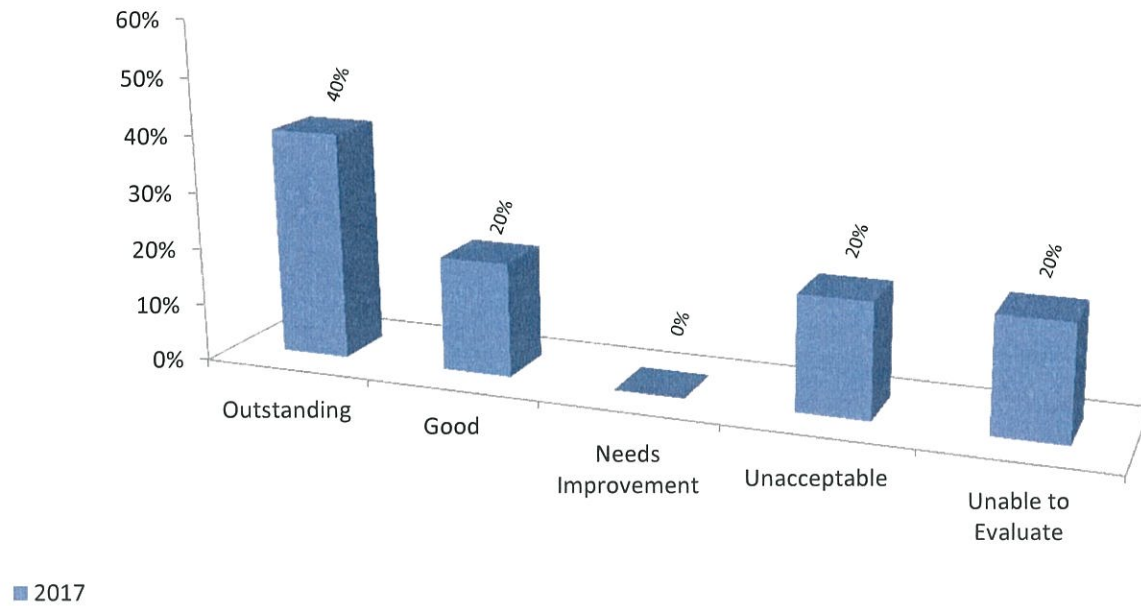


Board Meetings

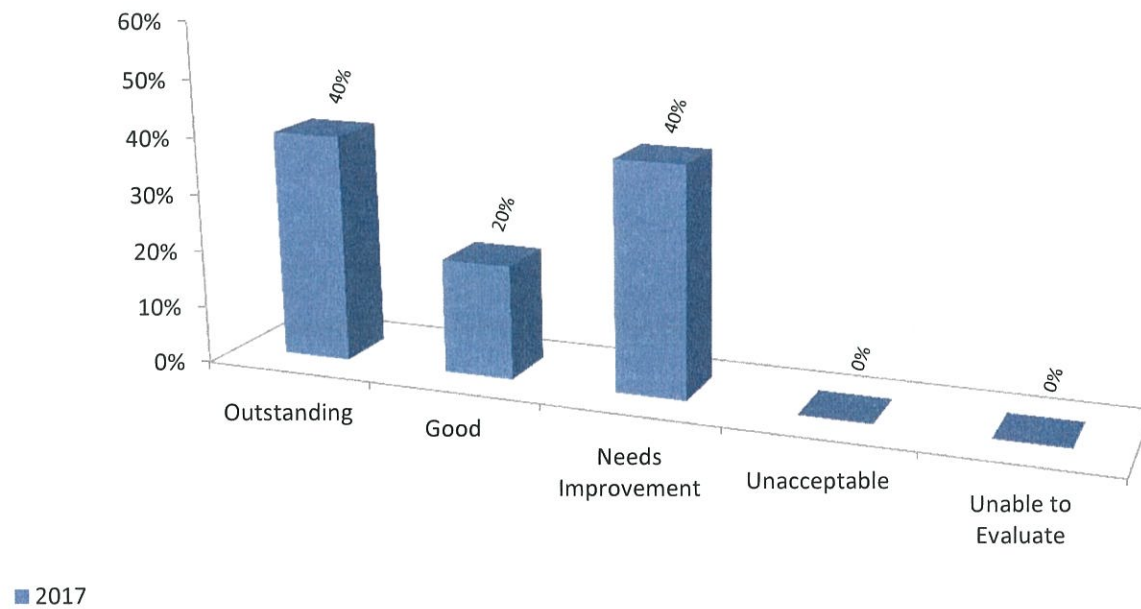
48. Board meetings are conducted in an orderly, efficient manner.



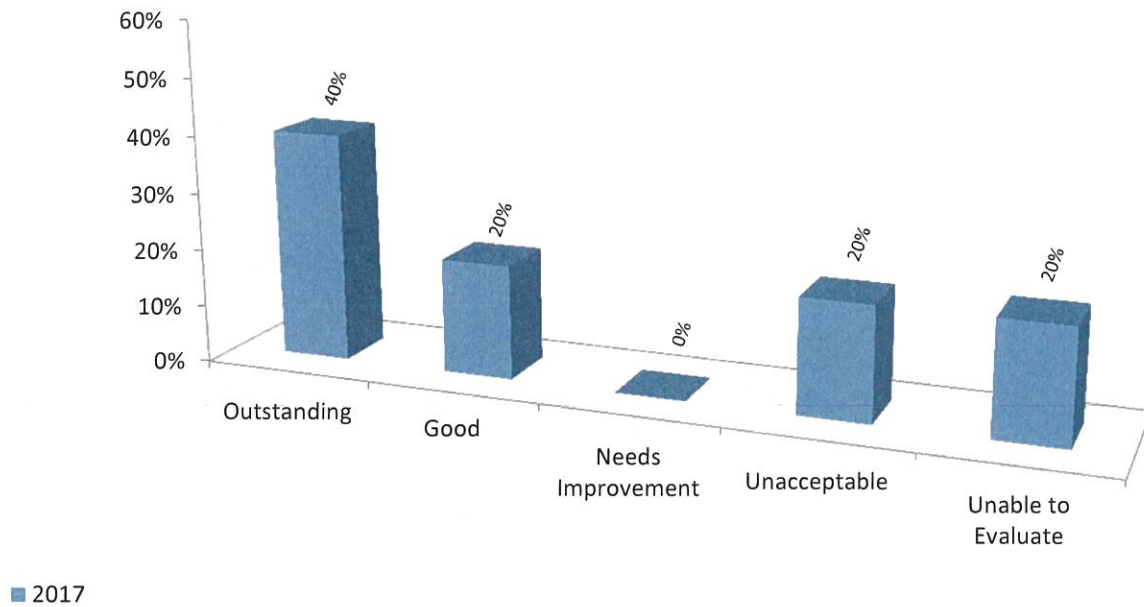
49. Board meetings and study sessions provide sufficient opportunity to explore key issues.



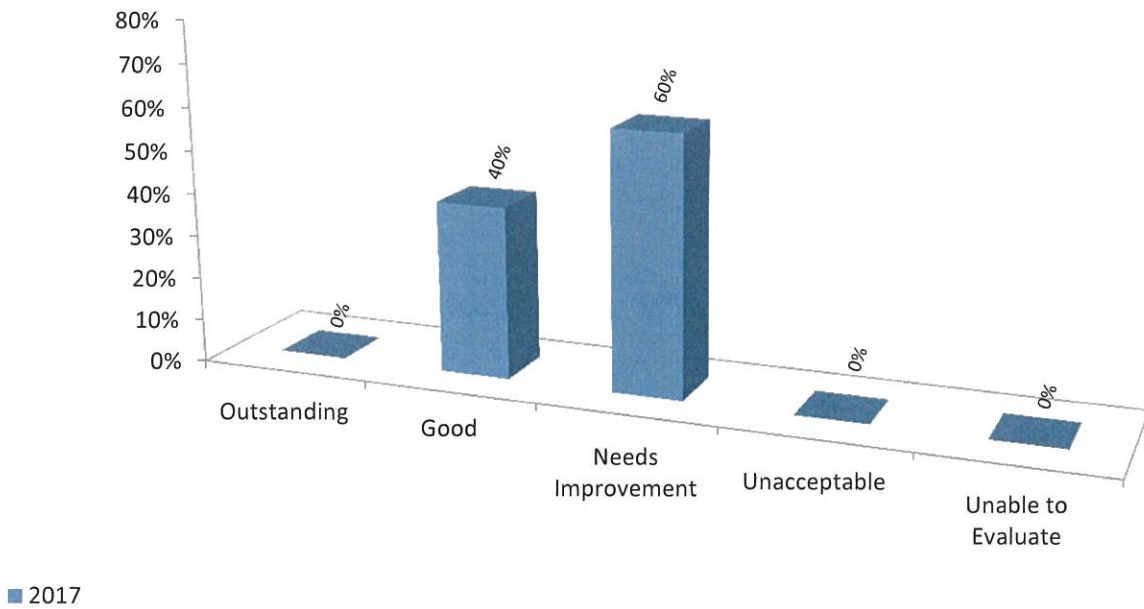
50. Agenda items provide sufficient information to enable good board decision-making.



51. The board understands and adheres to the Brown Act.

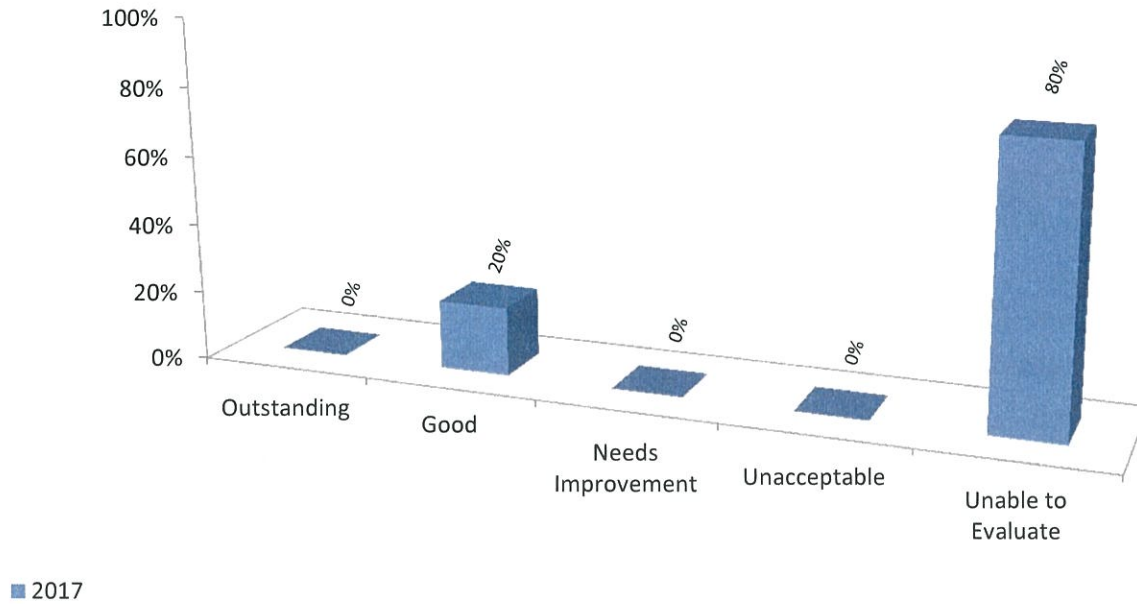


52. The board maintains confidentiality of privileged information.

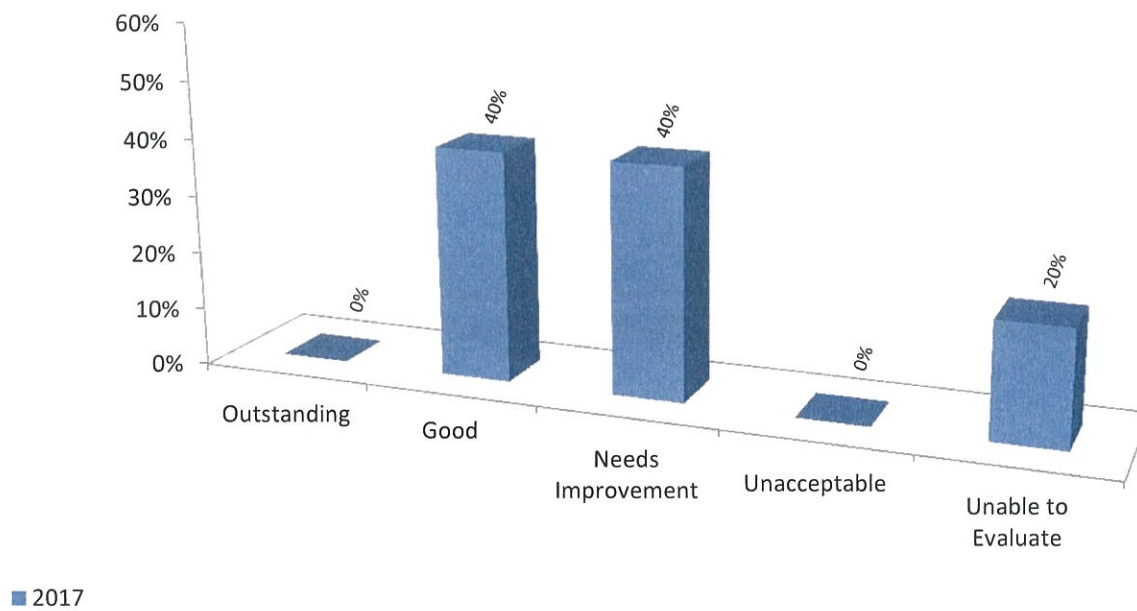


Board Education

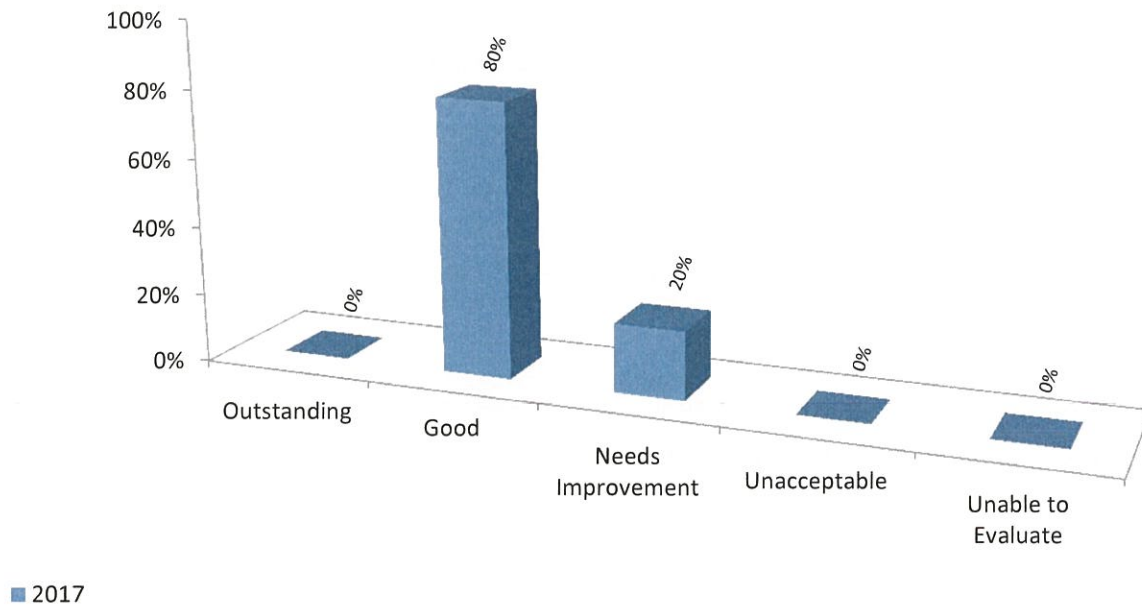
53. New members participate in a comprehensive orientation to the board and district.



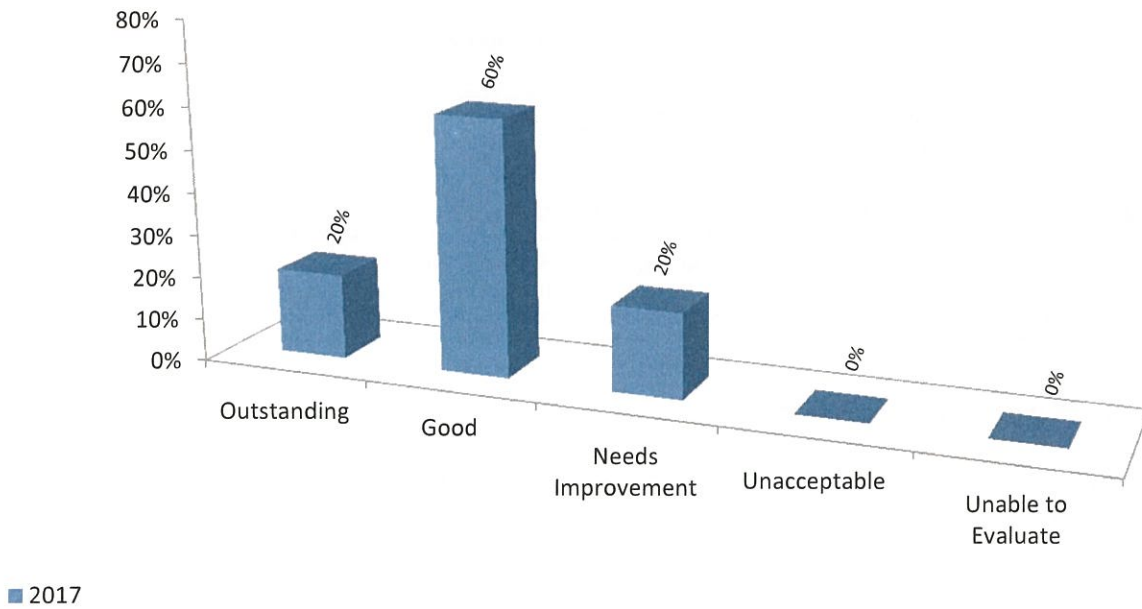
54. Board members participate in trustee development activities.



55. The board evaluation process helps the board enhance its performance.



56. The board measures its accomplishments against board goals.



Additional Open-Ended Questions (each bullet represents an individual trustee's response)

57. What are the board's greatest strengths?

- Experience, knowledgeable about colleges and district.
 - I think it can be said that the Board is most interested in Student Success, Fiscal responsibility and support of Administration, faculty and staff.
 - Involvement in the broader community around us.
- Good contacts at the local level.
Understanding of the political process at the state and federal level.
Support for the Chancellor.
- Strong, fair, well organized and efficient leadership
 - The Board Members all bring diverse education and experiences that are valuable to public education; all Trustees are strongly supportive of the critical bridge that community colleges provide to students going from high school to college, youth to adult, basic skills to the workplace.

We all support the Chancellor, our students and employees. All are prepared for board meetings and events. All support the mission of our colleges and spend ample time on community college business.

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

- Good oversight of the uses of Measure M
Planning for the residence halls at OCC
Good and important construction projects like CCC's Le Jou center and the OCC Planetarium
- Acting as a unit when freedom of speech and academic freedom were challenged in the press. Also, support for the DACA movement and protection of our students from any ICE proposals requesting information. In this same light the Board has supported programs on the three campuses for the improvement of service to students. Employee relations seem to have improved through successful negotiation on both sides of the table. I look forward to future improved relations and understanding of both fiscal and employee concerns.
- Hiring new Chancellor and developing cooperative methods of working with him
Retreat last Fall--very informative
Approving dorms for OCC
Concluding negotiations with unions
- Oversight of the negotiations with CFCE and a successful conclusion to the contract negotiations
Continuing to support the Chancellor and not meddling in his work.
Attendance at campus events to visibly show support for the colleges.
Maintaining a financial reserve while improving employees' pay.
Continuing to pay into fund for retirees' health benefits.
- The Board supported an increase in the number/ratio of full time faculty to students; successfully ended issues with classified employees, implemented a new reclassified study and completed the adoption of a two year CBA with classified union. We gave employees a pay raise, adopted a final budget which was balanced, with a substantial reserve to meet unforeseen needs. We continued to bring our three colleges together to share the cost savings for common purposes while keeping each college's independence and mission. We did much of this in the areas of student financial aid, applications for students and employees and human resources procedures.

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

- having one board member have the discipline to follow the Board's code of conduct.
- >Trust is always a concern.
>Group activities, such as tours on campus for "all" trustees
>Collaboration on special projects
>A united front when representing the District at State and National events
>Community events with "feeder Districts" to find out mutual student life issues.
>Become more active when "public hearings" are posted and not just depend on staff or the press to notify concerned parts of the community.

- >Understand the process to work better as a team.
- >Work a plan to help faculty retain students and improve FTE's and student completion
- >Take a strong position in the implementation of the "Open Education Resource (OER) movement.
- >Stronger actions and support for hiring Diversity, particularly with full time faculty and our Colleges' Leadership positions.

- Our internal relations could be improved. We need to understand that each Board member wants the best for students, employees, and the colleges even though we may not agree on the way to get there. We need to set an example of decorum for the community in our public meetings.
- Respect differences of opinion and respond respectfully to others.

Show greater respect for the work of the Board committees rather than duplicate their work.

- The Board is badly divided over personal and petty grievances that are bleeding into the governance area. We do not have trust in each other and seem unwilling to work through these issues. This antagonism shows in public meetings, assignments of Trustees to tasks and the annual election of officers where two Members are never included. As a result informative discussions and study sessions are nearly worthless. It will take a structured retreat with a highly skilled outside facilitator and the full board cooperating is essential to improve this situation so we can stay focussed on the big picture and future of this great district.

60. As a trustee, I am most pleased about:

- Efficient and well informed meetings
 - >Strong representation for faculty, staff and students.
 - >Modern and safe facilities
 - >Cost effective education
 - >A Safety Police Unit that has proved itself in protecting our student body.
 - >A reputation state-wide for being a progressive and student centered District.
 - >Having good and solid Legal Counsel that can work with the Trustees.
 - >Being a fiscally responsible, data driven District.
 - >Seeing consistent graduation, transfer and certification statistics
- Contributing to the constant improvement of three colleges and the District Choice of Chancellor
- Our relatively new (one year) Chancellor has really improved the communications system, especially with trustees and the has had a very positive impact ON ALL FACETS IN OUR DISTRICT. We should continue this development in the trustee building retreat.
- The way Measure M funds are being used on the campuses. It's exciting to see all the construction taking place. What wonderful progress for students of the future!

61. As a trustee, I have concerns about:

- Certain board member failing to keep confidential those things said in closed session
- >Continued Stabilization and long term effects on our fiscal base and student enrollment.
 - >The time it will take to make a decision to make our Board reflective of the communities we serve.
 - >The leadership of our Board to improve student retention and completion.
 - >The need for more publicity of the programs, opportunities and support our Colleges provide.
 - >Student hunger and homelessness: What is the impact of these social problems to our Coast District students?
- At our Board meetings many matters are routine, not a new matter, relatively low cost and/or noncontroversial. These matters involve little or no discussion/debate/input or exchange of information. They are usually passed 5 to 0 and many of them on a consent calendar.

However each meeting also has a few very important matters to discuss/debate,listen to input and seek answers, or even modify or compromise . On these items three of the board members seem to want to move, second and pass the motion without due discussion. It very often appears that their minds are made up without even hearing from other board members or the staff or public. So, the question is, do they all think alike, or do they discuss in advance of the meeting? These items usually pass on a vote of 3 to 2.

- Individual Board members need to behave in accordance with ethics policy

Individual Board members need to behave in accordance with ethics policy
Individual Board members must learn accept differences of opinion without being argumentative and lashing out at other members in public meetings.

Too much speech-making at Board meetings

Trustees making long and repetitious comments at Board meetings.

The problems that arise from the behavior of individual trustees who choose to ignore the ethical code and/or draw attention to themselves with speeches that draw attention to themselves.

- Succession planning at the executive level. Are we doing enough to "grow our own" future executives? Vice Presidents? Deans?
- Funding for pensions. How do we meet that obligation?

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

- When the majority of the board makes a decision, then all the board follows that decision without publicly bad-mouthing it.
- >A Board Secretary that can work with the Chancellor and Trustees.

>Call special meetings when needed to avoid delay in decisions and action by the District.
>Inclusion of all Board members and not the few interested in "special campus based projects or construction."
>Problem solving sessions or "retreats" Board member communication and exchange of ideas, with follow up sessions, to complete or implement identified tasks or concerns.
>Mutual respect for each other.
- I am afraid we are operating at the most compatible level we can manage, and that is only tolerable. Given the personalities involved, I don't see much hope for change.
- Other than individual behavior of some Board members in drawing unnecessary attention to themselves, I think the Board operates relatively smoothly right now.
- The Board should go through a trust building training, which can be done in a retreat with facilitator atmosphere (as I suggested above in 14.1). Further, acts of rotation of board tasks and officers would help to break the deep divide.

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

- Keep close tabs on the spending of Measure M.
- More respect for each other with a concentration of effort towards student retention and completion. Let's think about our commitment to the student population we serve.
- Plan a retreat to focus on trust, ethics, and ways to work together for Board members. Increased emphasis on guided pathways for students. More emphasis on retention and completion.
- Team-building retreat
- We have reviewed the Chancellor's Goals and are comfortable with them generally, so we now will winnow them down from 8 or so, to 4 to 6. I suppose. The hard part will be to prioritize* them, but this must be done based upon the objectives or actions and timelines under each goal. then we will adopt them as Board Goals. There may be some professional development goals of the Chancellor apart from Board/District Goals.

*All of our goals are powerful, but general. Thus, most of them will seem to be FIRST Priority. Only by looking beneath each goal to objectives and activities will priorities be properly established.

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

- Overall, the board operates responsibly and gives the colleges room to be themselves.
- I am proud of the work we, as a District, concentrate on and I would like to see more of "We" and not "me" in the programs, presentations and community events attended by the Board and its members.
- NONE