

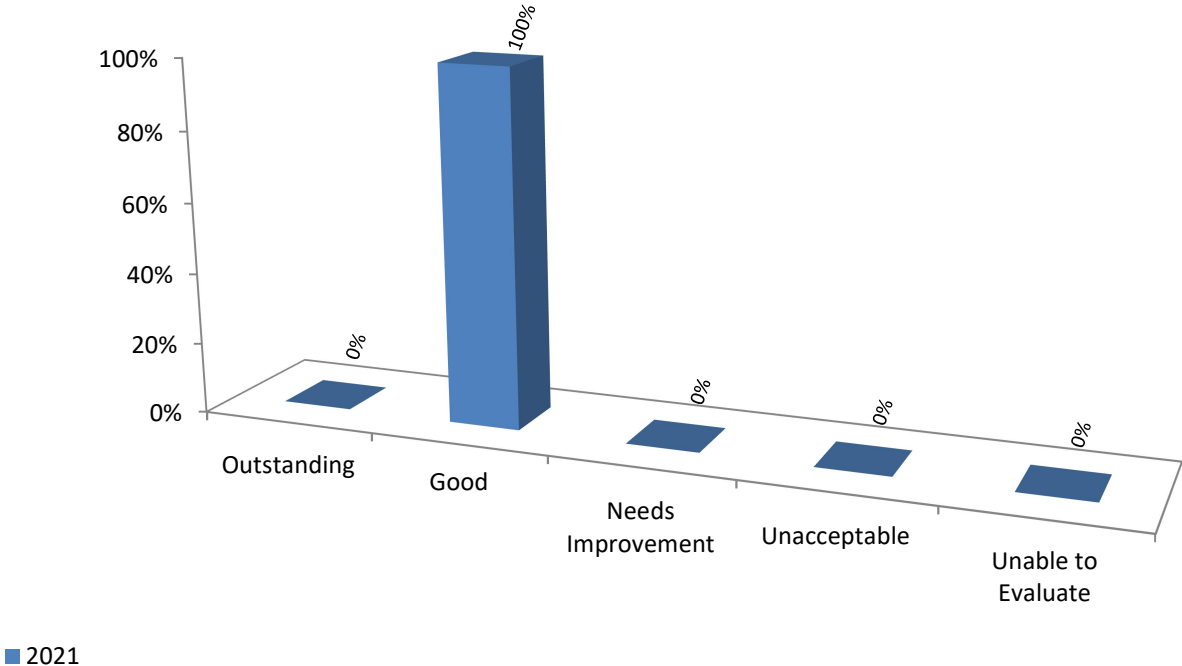
**Coast Community College District**

# **Board of Trustees Self-Evaluation**

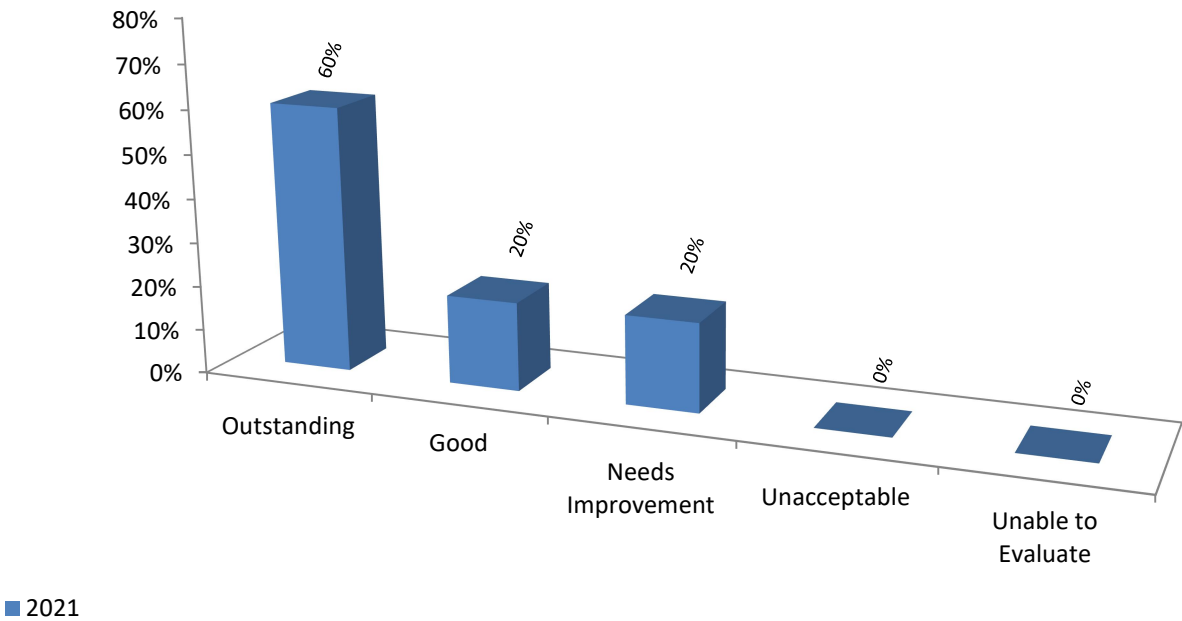
**Fall 2021 (5 responses)**

Mission and Planning

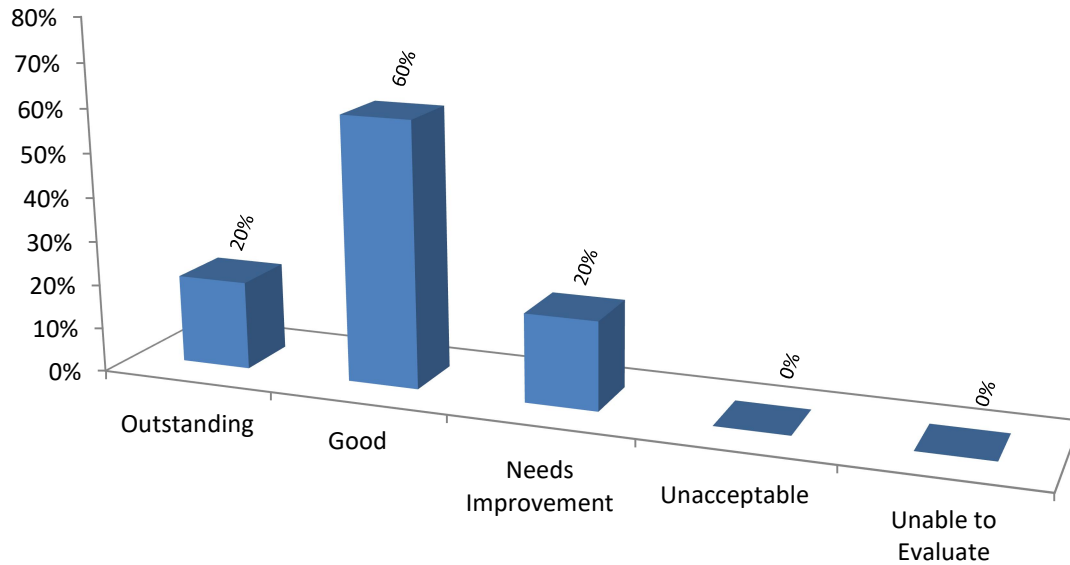
1 The Board regularly reviews the mission and purposes of the institution.



2. The Board spends adequate time discussing future needs and direction of the district.

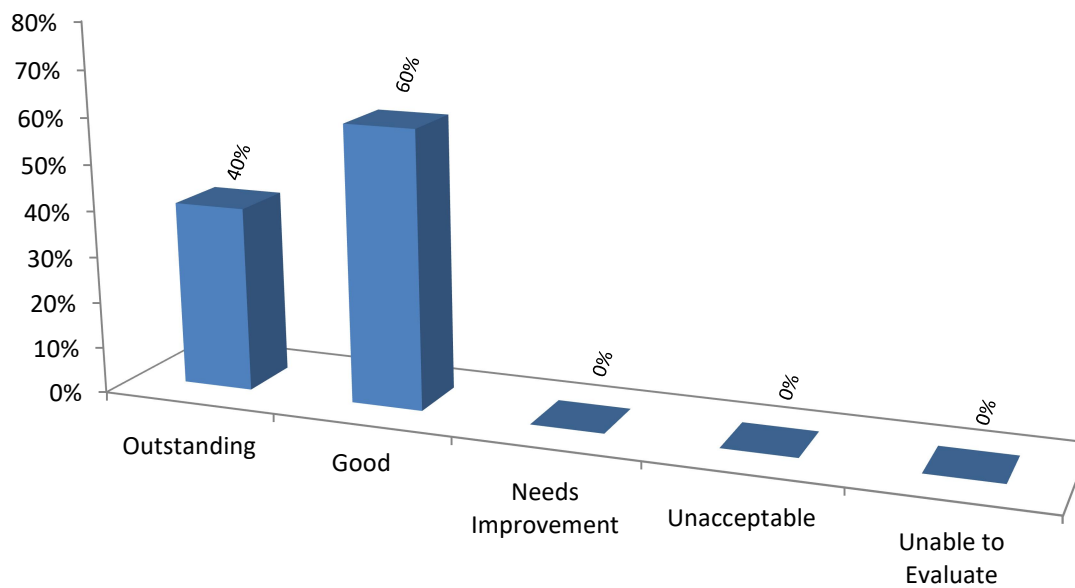


**3. The Board assures that there is an effective planning process and is appropriately involved in the process.**



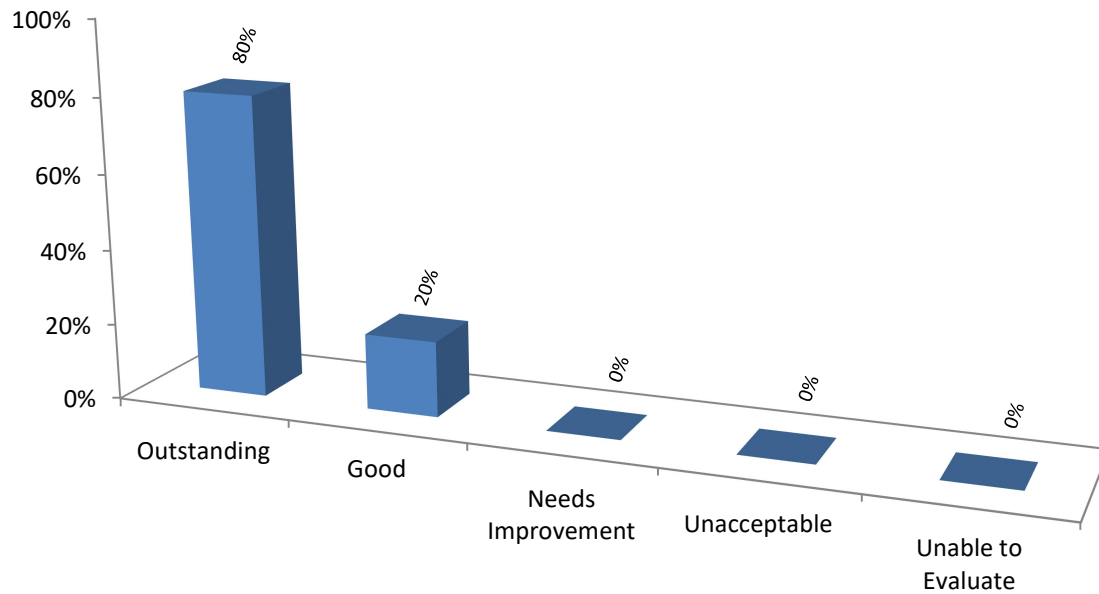
■ 2021

**4. The Board assures that district plans are responsive to community needs.**



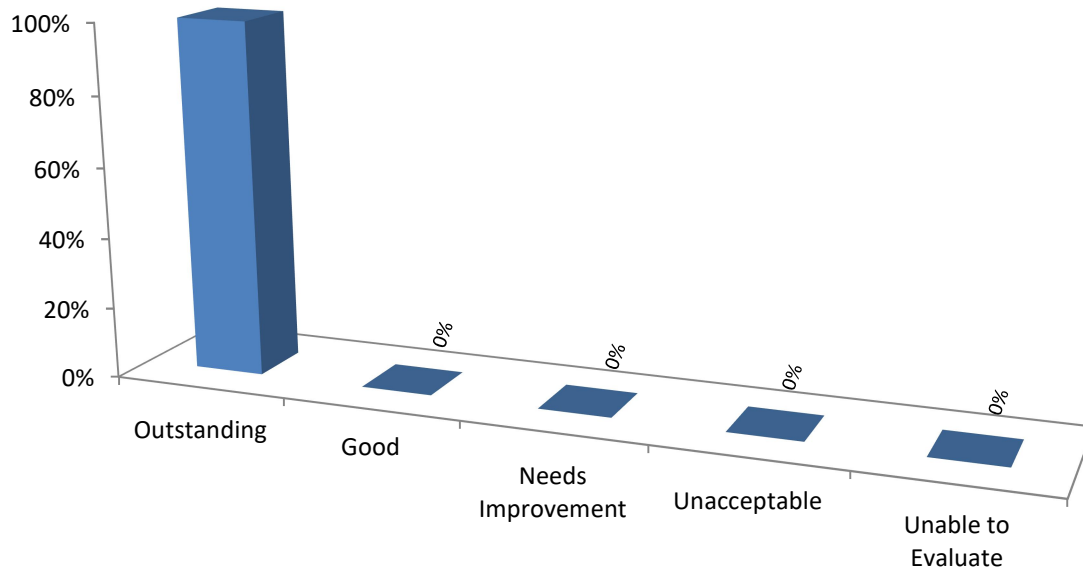
■ 2021

**5. The Board has adopted and monitors the implementation of the district's strategic, educational and facilities master plans.**



■ 2021

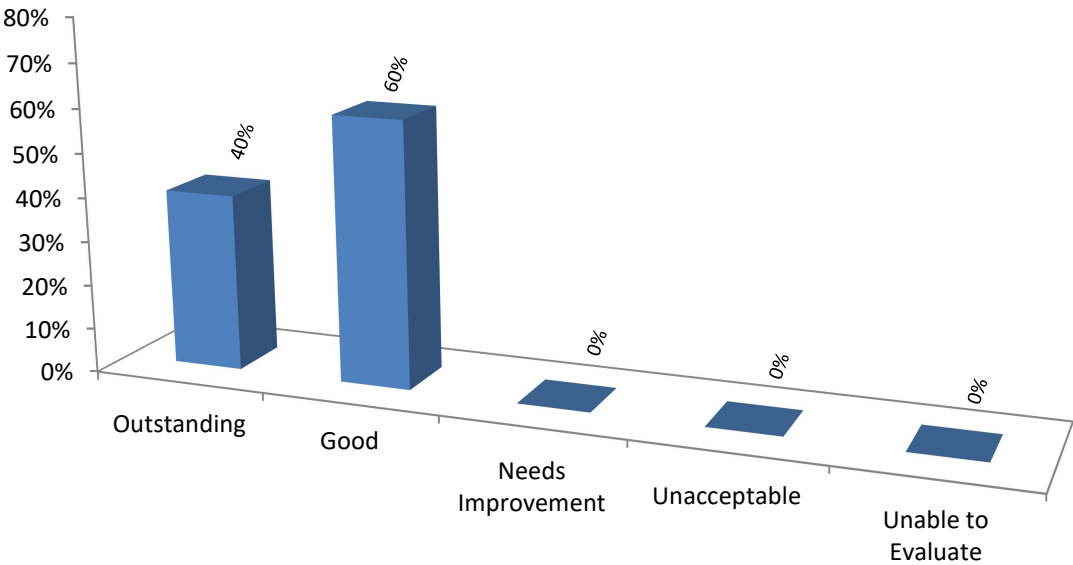
**6. The Board sets annual goals or priorities in conjunction with the CEO and monitors progress towards them.**



■ 2021

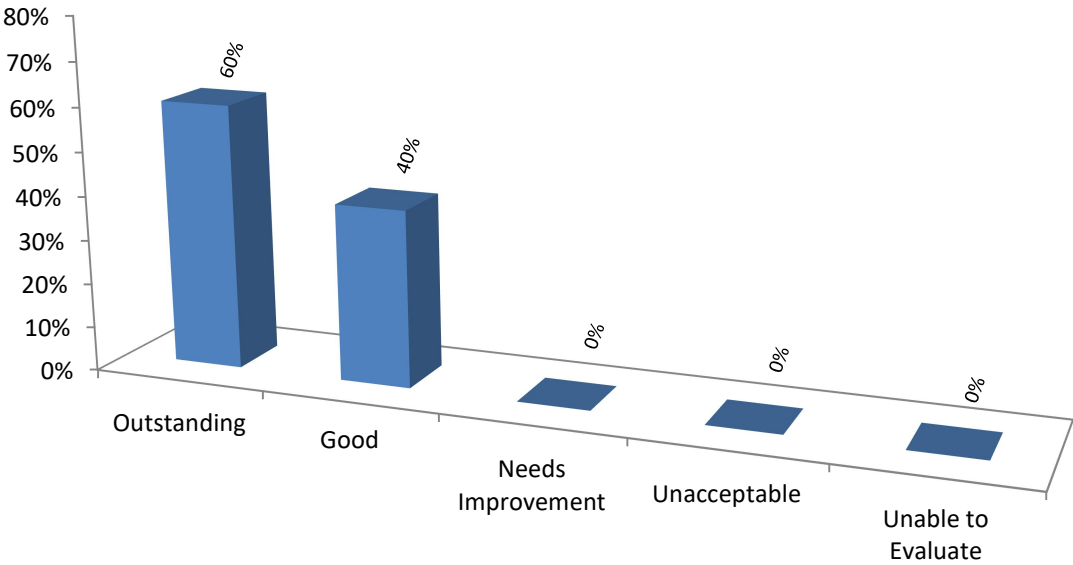
Policy Role

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



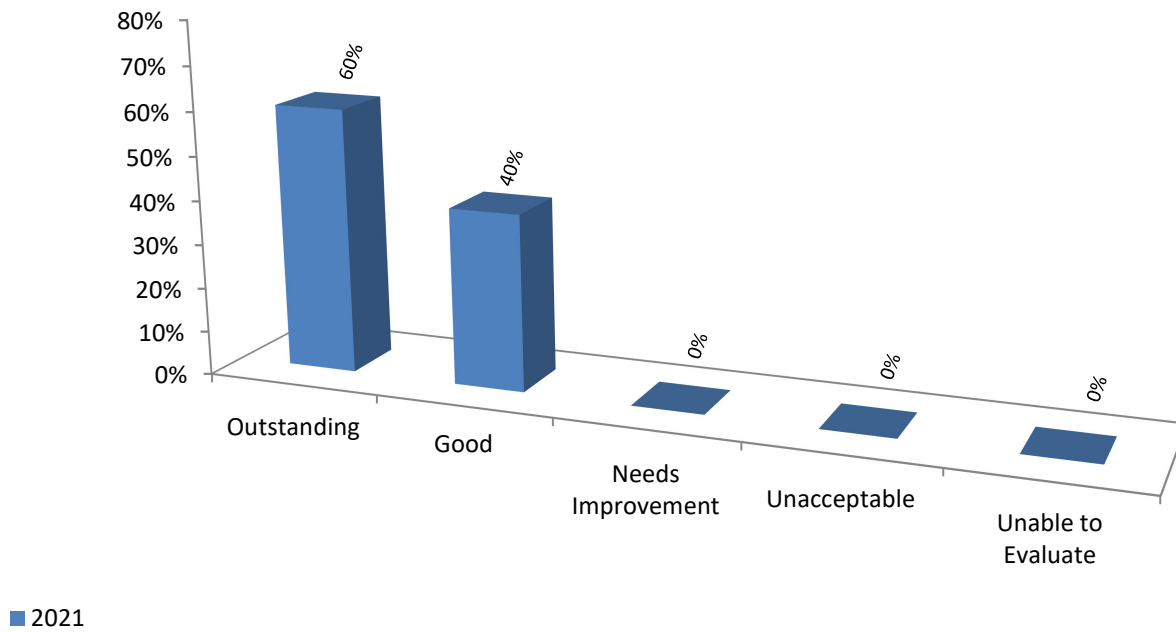
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8 The Board assures that the district complies with relevant laws, regulations and accreditation standards.



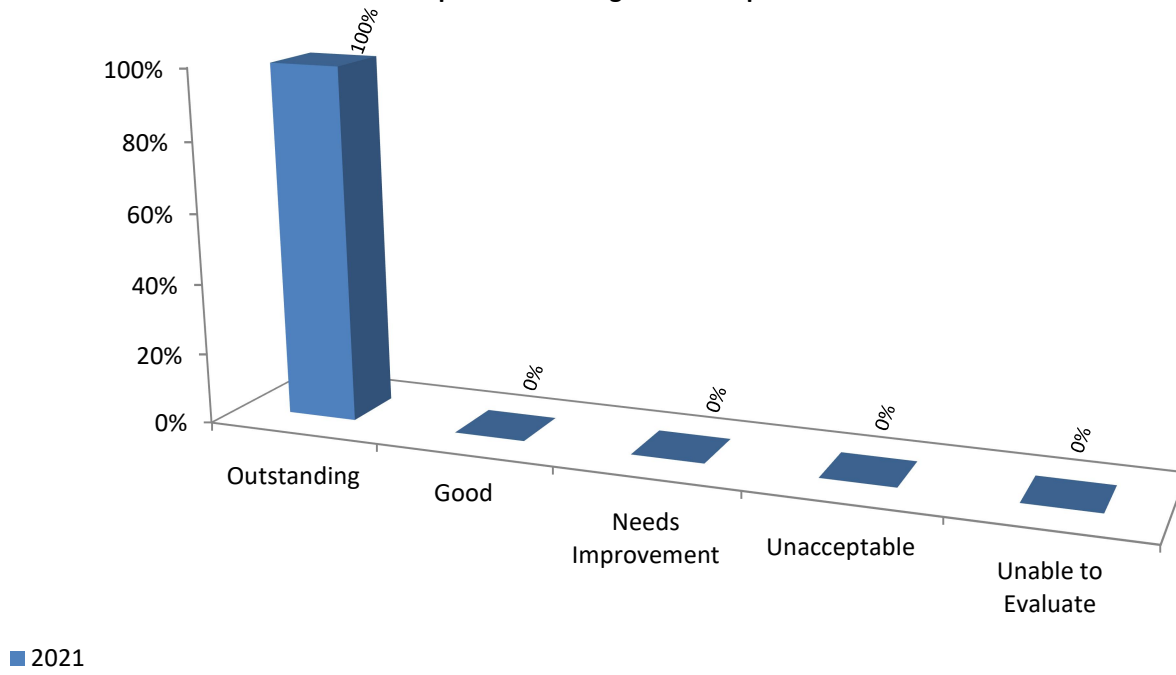
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**9. The Board relies on Board policy in making decisions and in guiding the work of the district.**

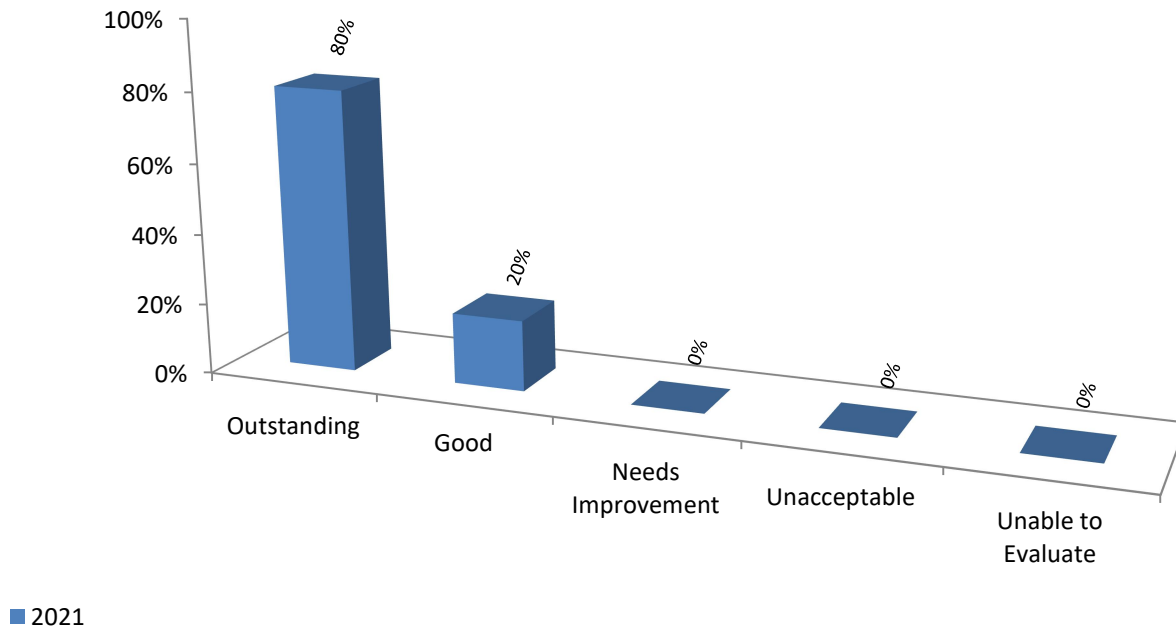


**Board – CEO Relations**

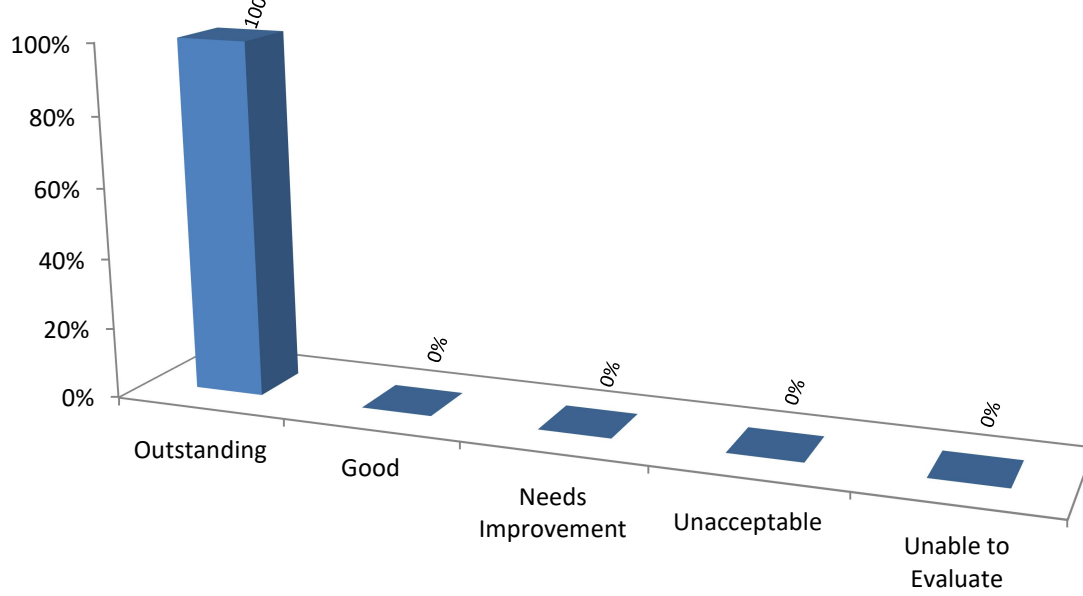
**10. The Board maintains a positive working relationship with the CEO.**



**11. The Board clearly delegates the administration of the district to the CEO.**

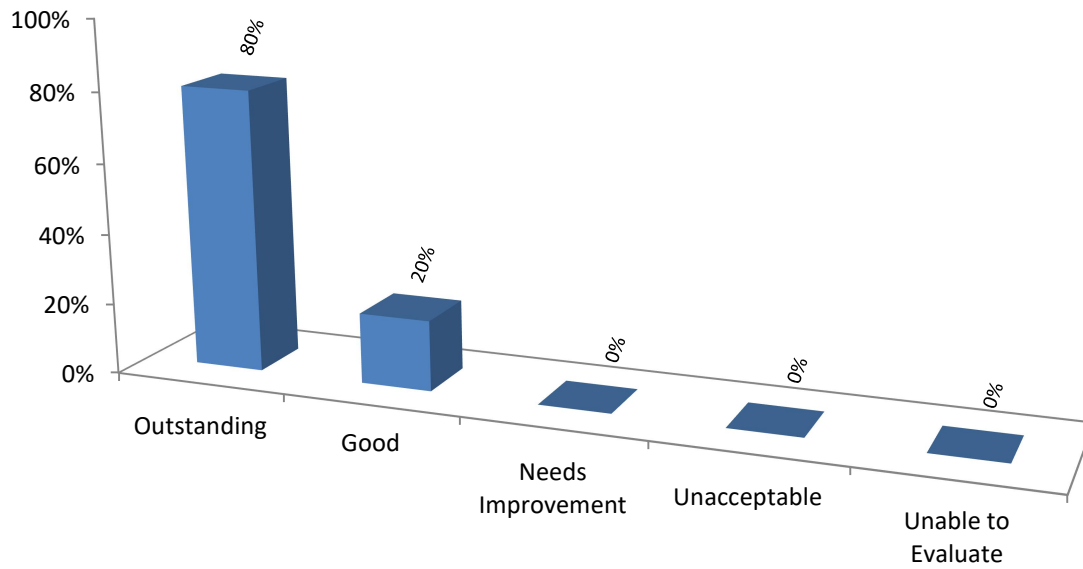


**12. The Board sets and communicates clear expectations for CEO performance.**



■ 2021

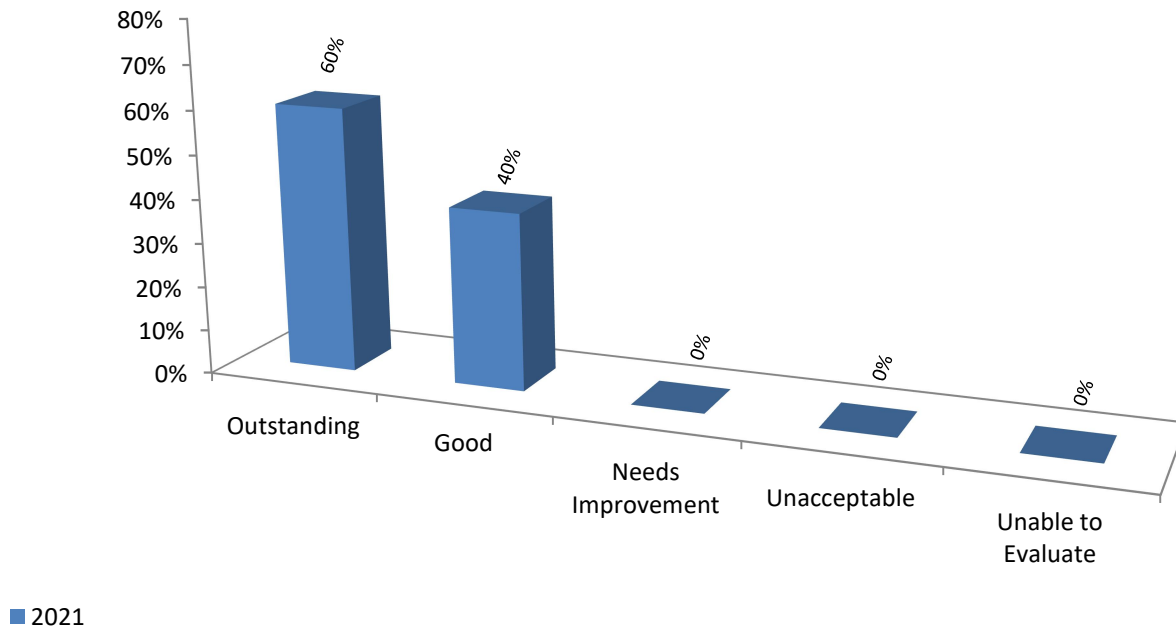
**13. The Board regularly evaluates CEO performance.**



■ 2021

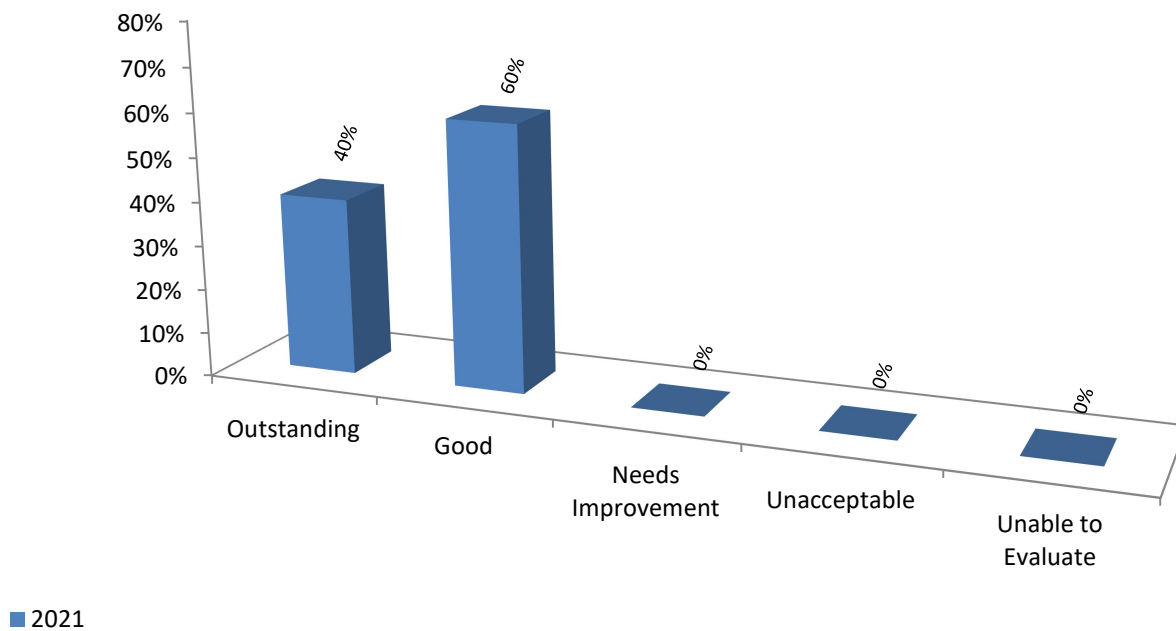


**14. The Board periodically reviews the CEO contract to assure appropriate support and compensation.**

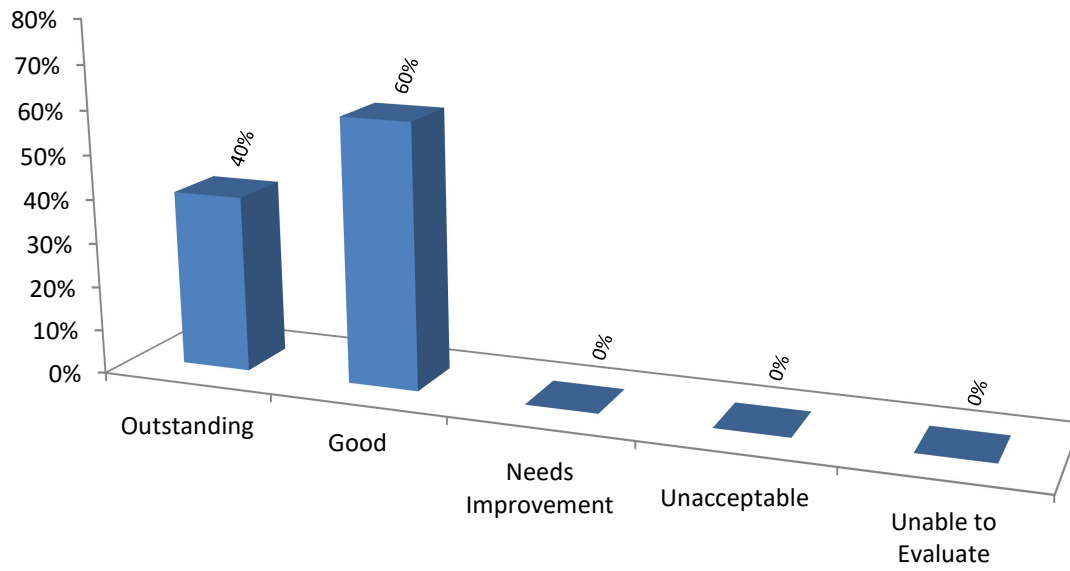


**Community Relations & Advocacy**

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

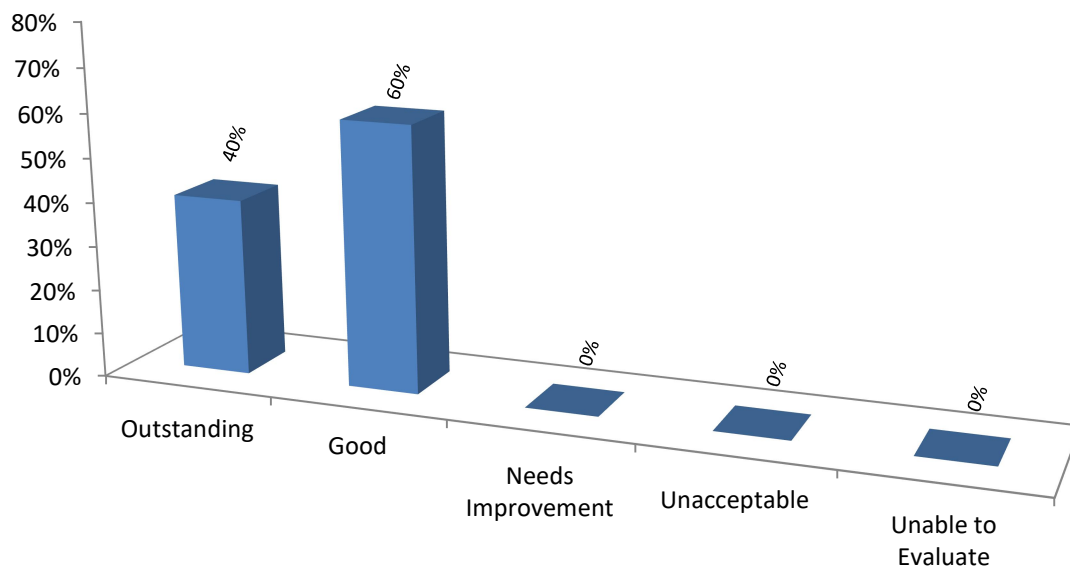


**16. Board members are active in community affairs.**



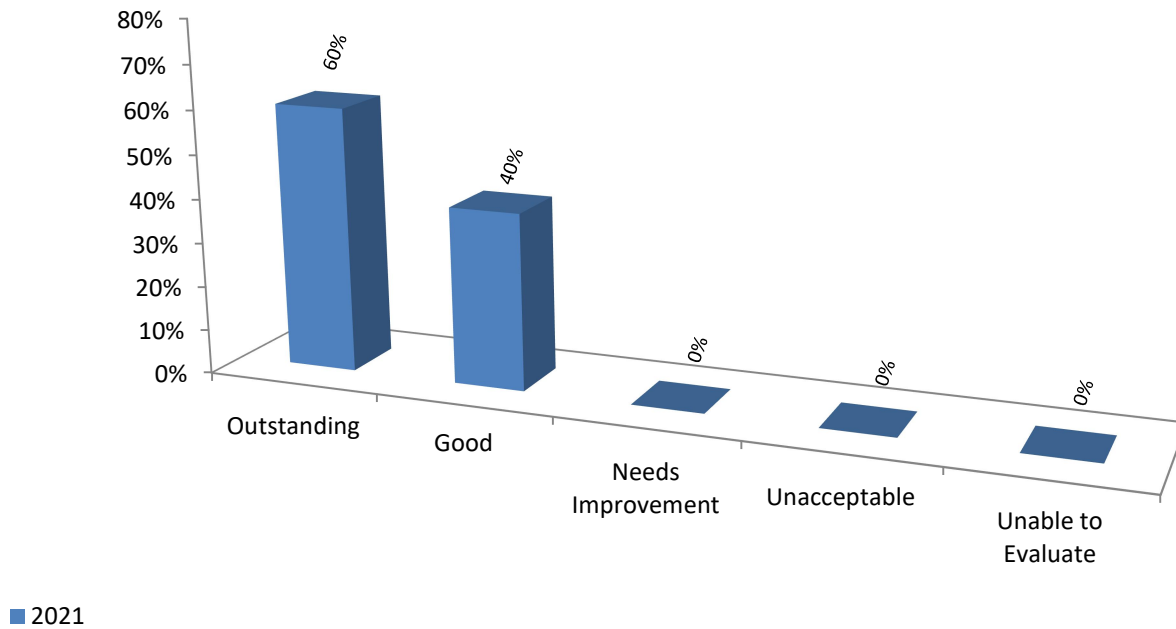
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**17. The Board advocates on behalf of the district to local, state, and federal governments.**



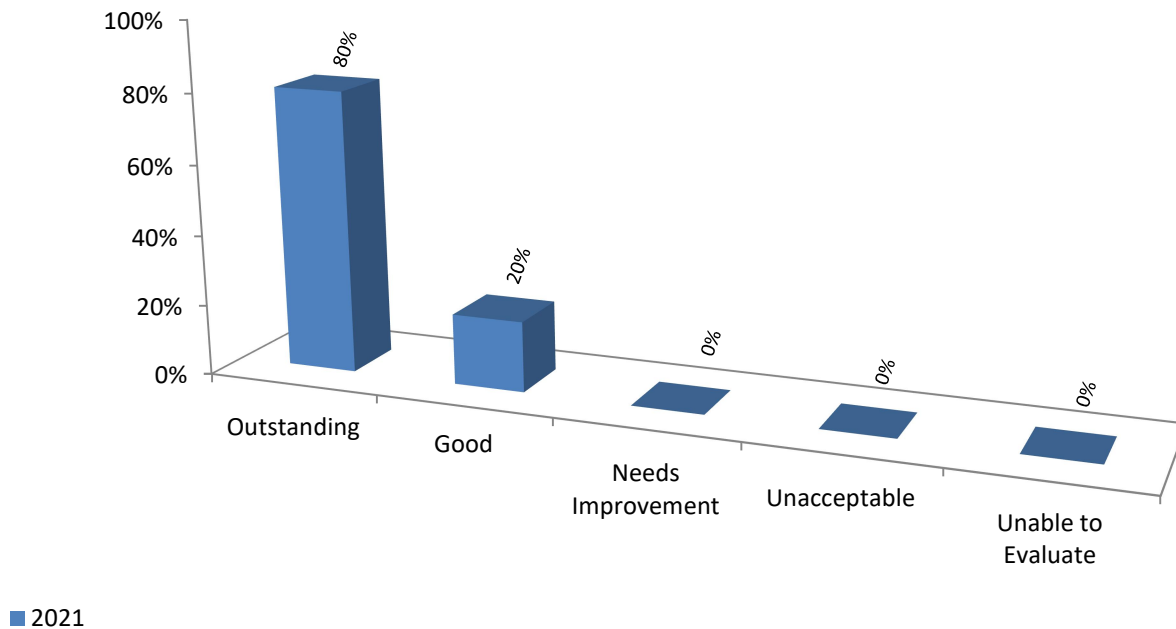
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**18. The Board actively supports the district's foundation(s) and fundraising efforts.**

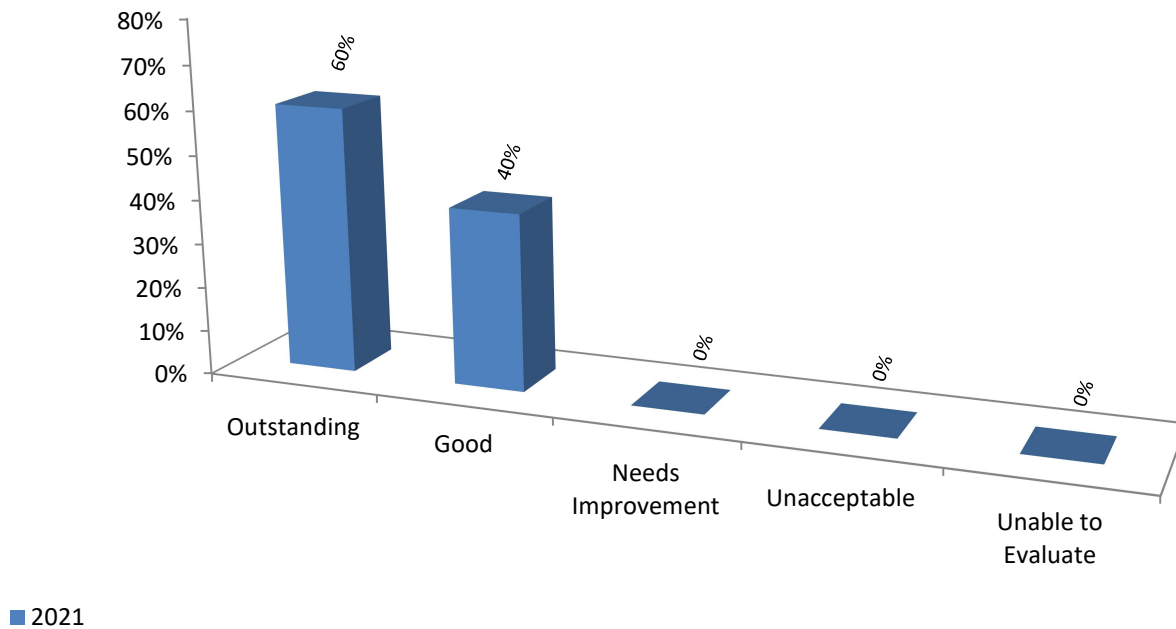


**Educational Programs and Quality**

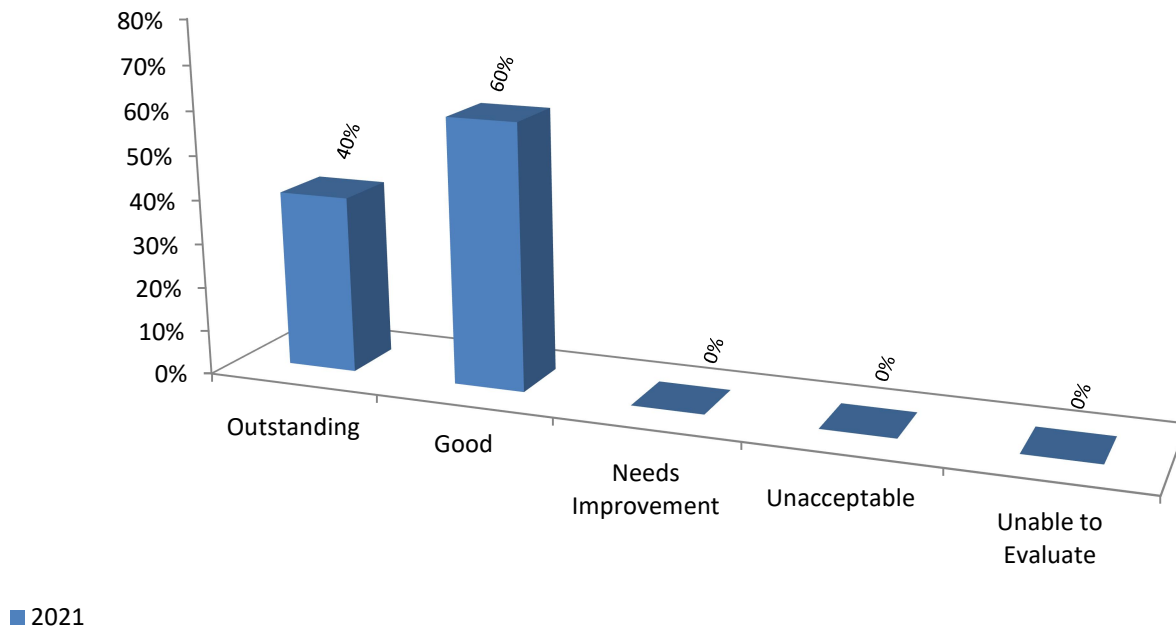
**19. The Board is knowledgeable about the District's programs and services.**



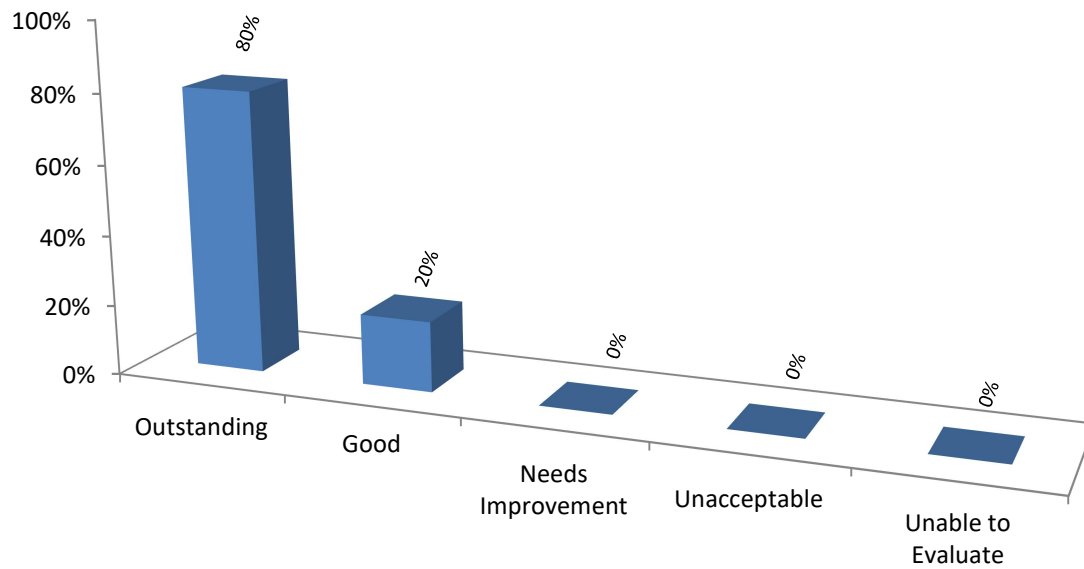
**20. The Board is knowledgeable about the educational and workforce training needs in the community.**



**21. The Board has established expectations or standards that enable it to monitor the quality and effectiveness of the educational program.**

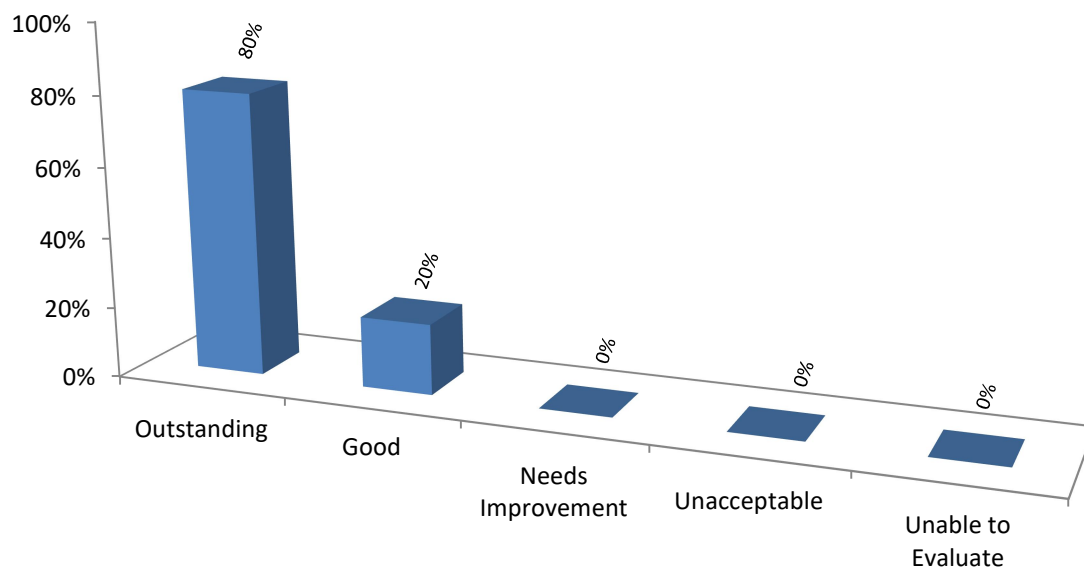


**22. The Board regularly receives and reviews reports on institutional effectiveness.**



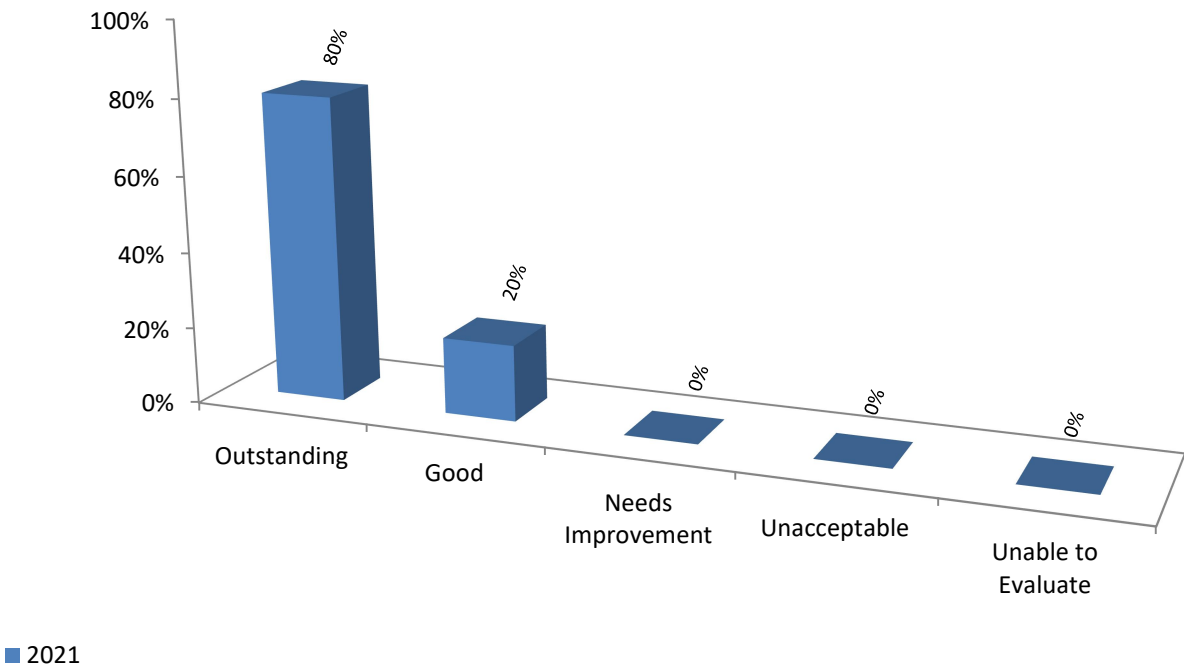
■ 2021

**23. The Board is appropriately involved in the accreditation process.**



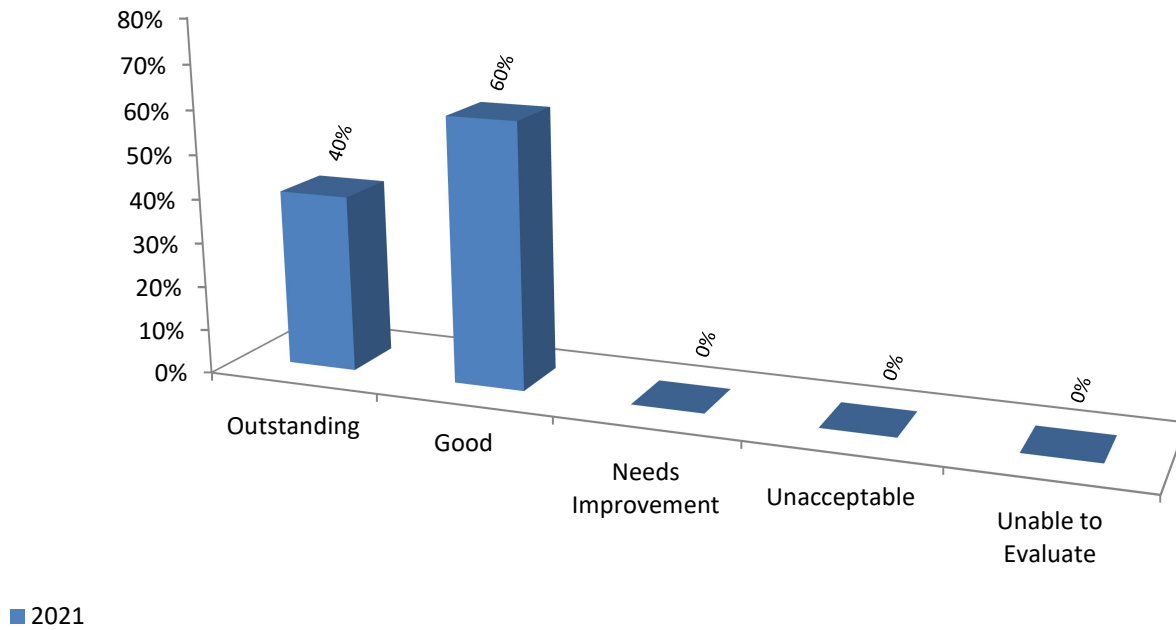
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**24. The Board understands and protects academic freedom.**

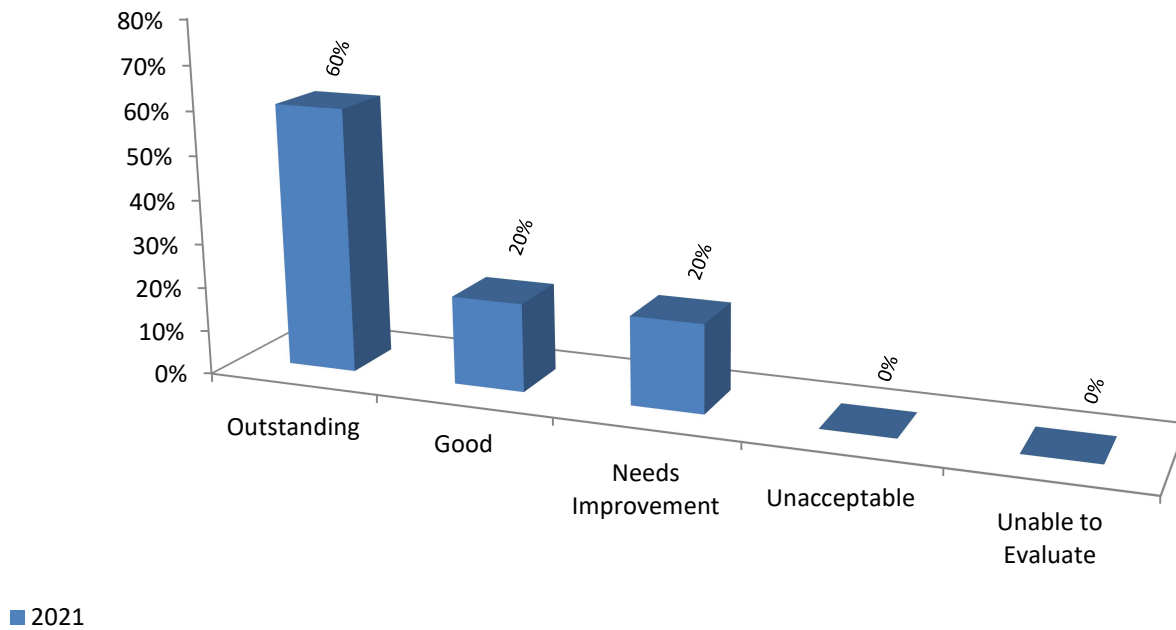


Fiduciary Role

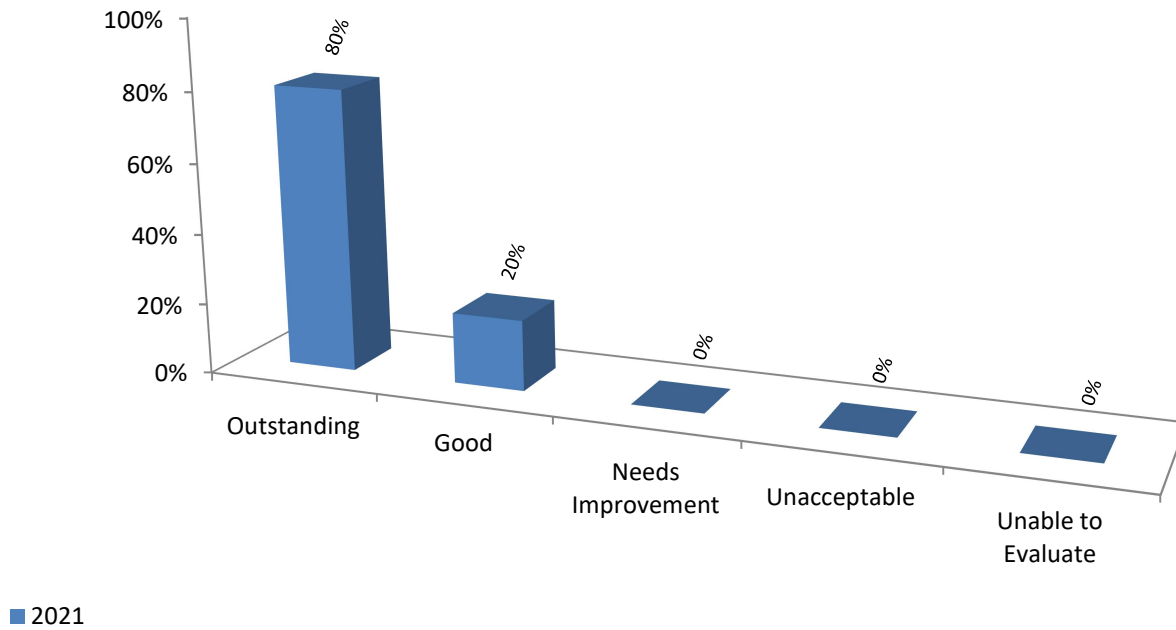
**25. The Board assures that the budget reflects priorities in the district's plans.**



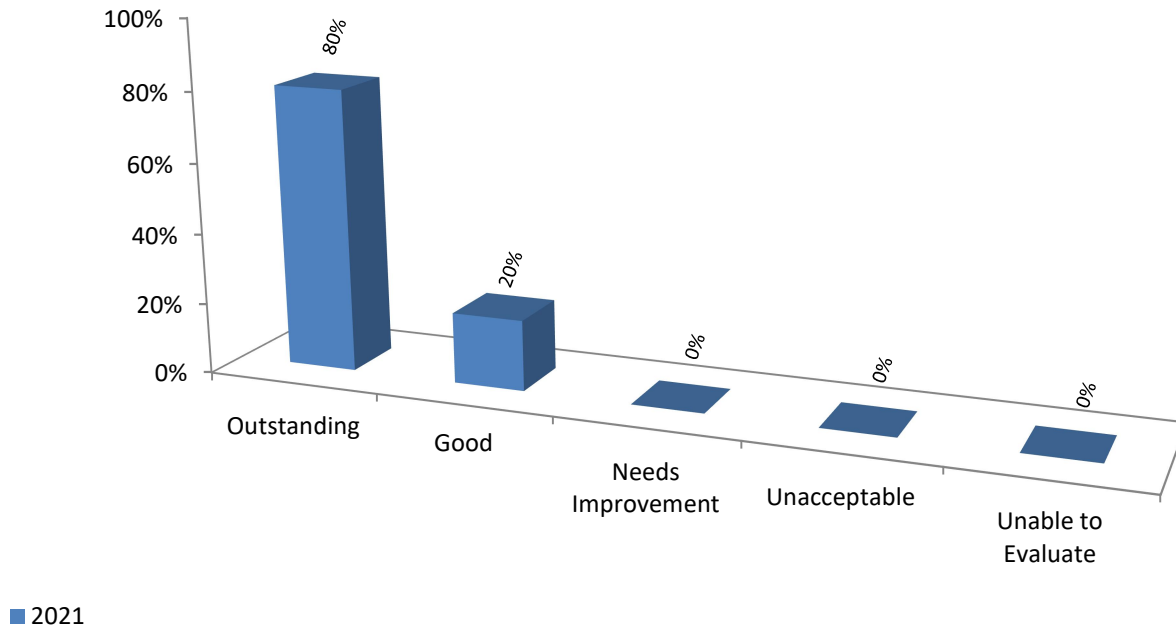
**26. Board policies assure effective fiscal management and internal controls.**



**27. The Board regularly receives and reviews reports on the financial status of the institution.**

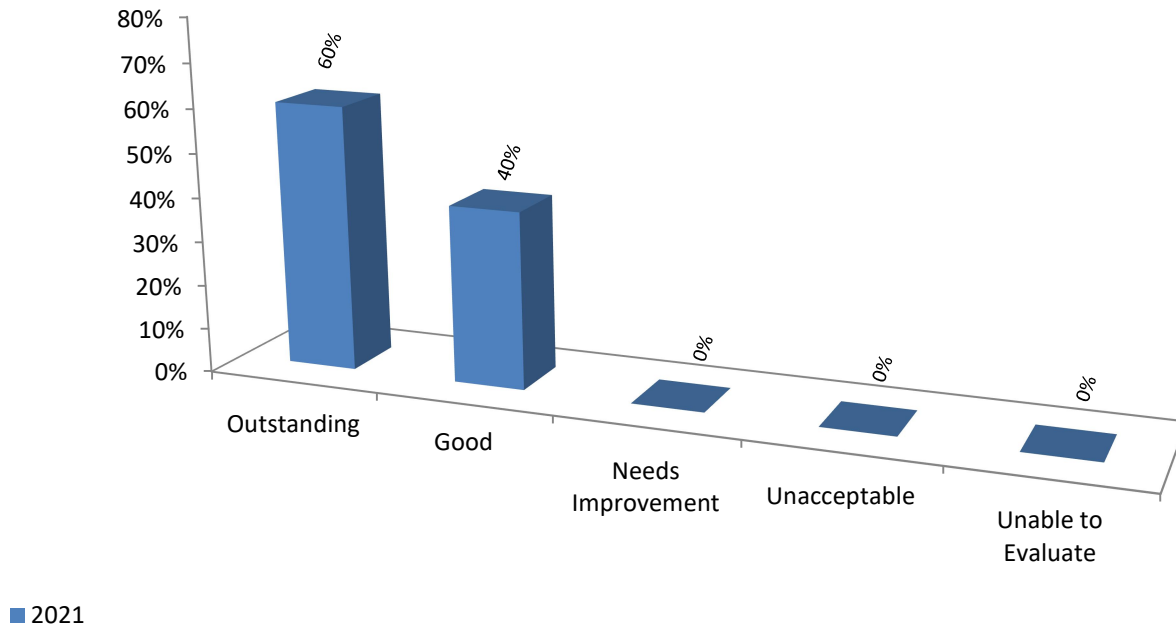


**28. The Board reviews the annual audit and monitors responses to recommendations.**



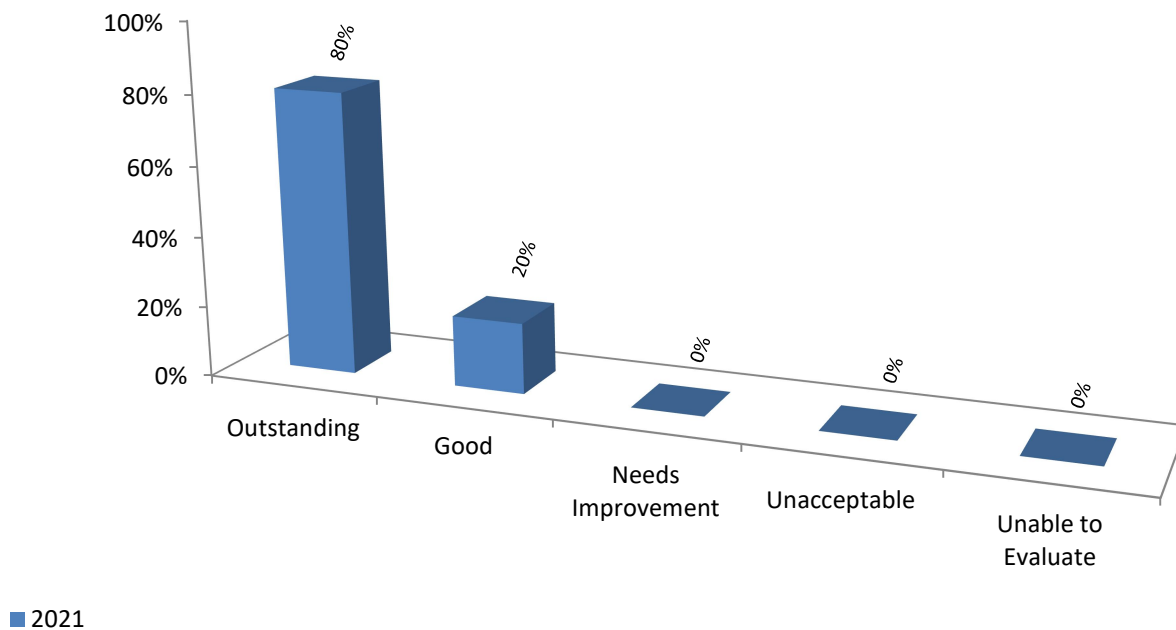


**29. The Board maintains an adequate financial reserve.**

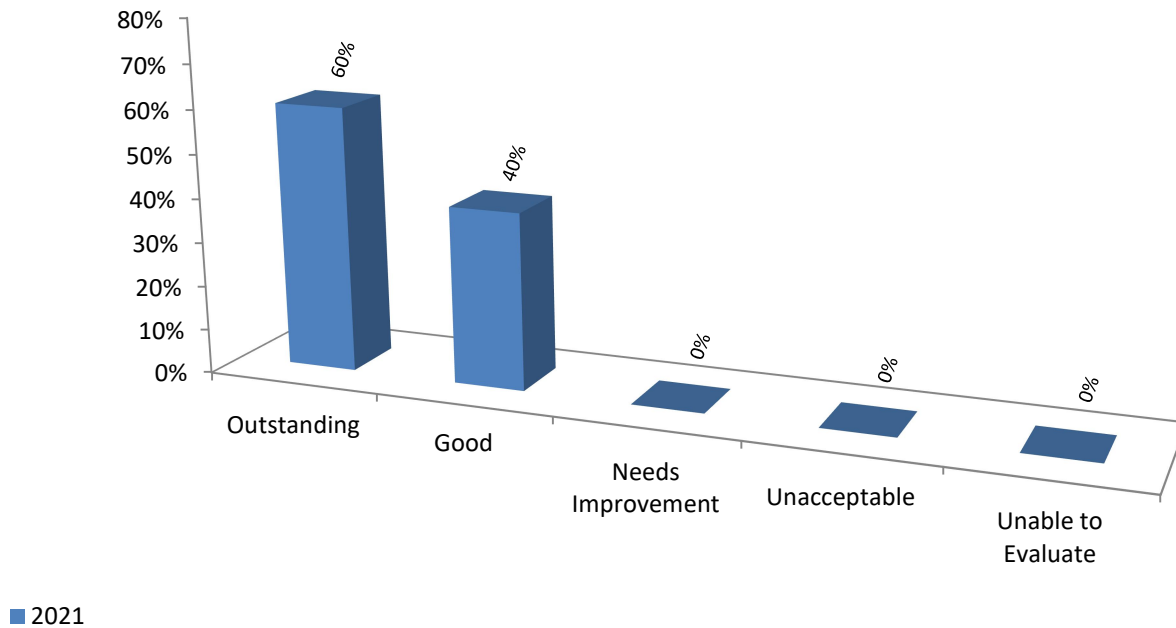


**Human Resources and Staff Relations**

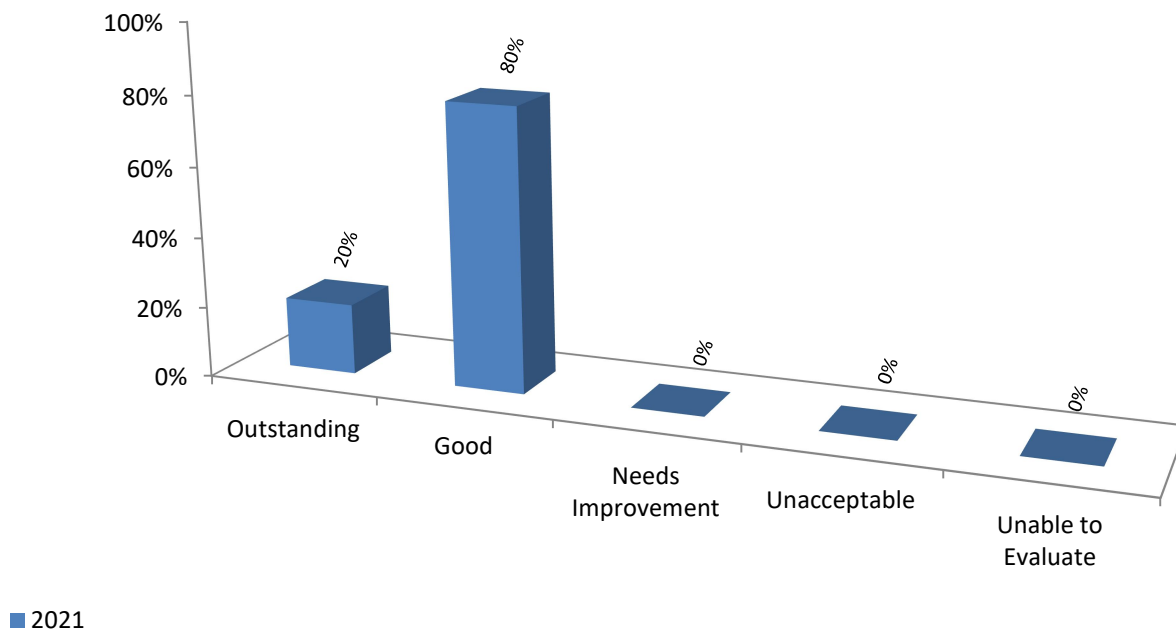
**30. The Board's human resources policies provide for fair and equitable treatment of staff.**



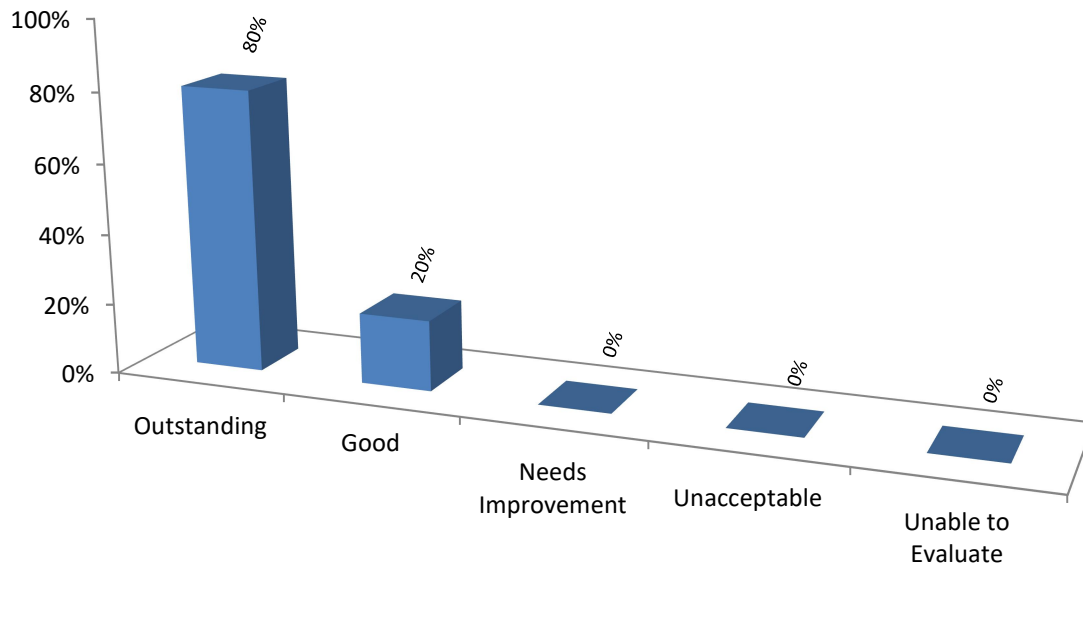
**31. The Board has established and follows clear parameters for collective bargaining.**



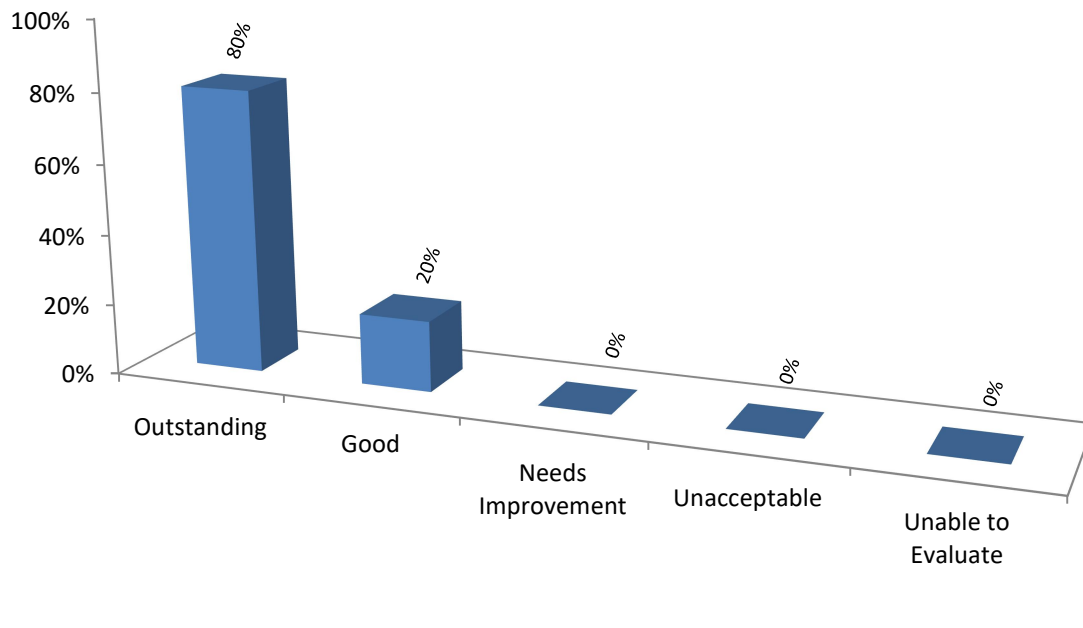
**32. The Board has and follows protocols regarding communication with college employees.**



**33. Board members refrain from attempting to manage employee work.**

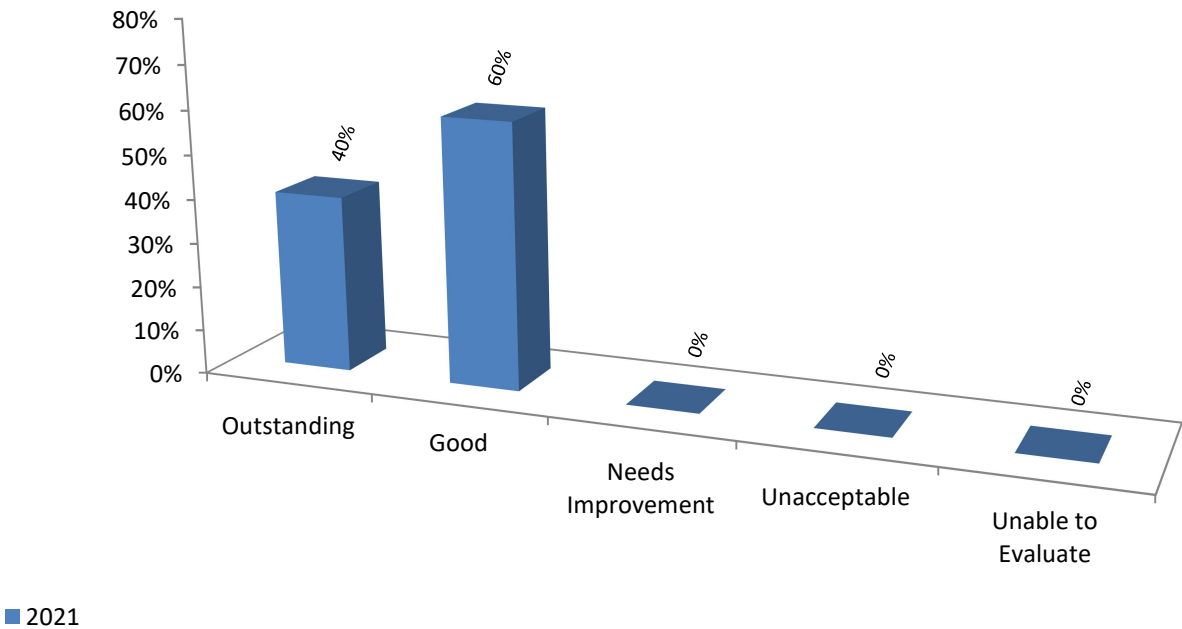


**34. The Board expects and supports faculty, staff, and student participation in college decision-making.**

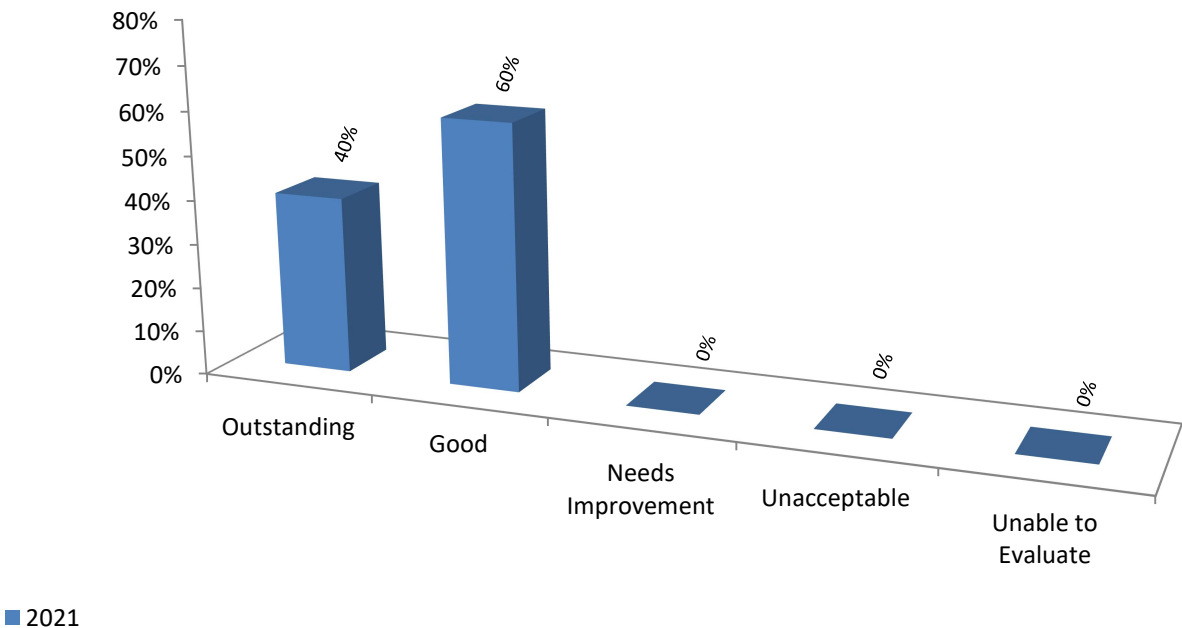


Board Leadership

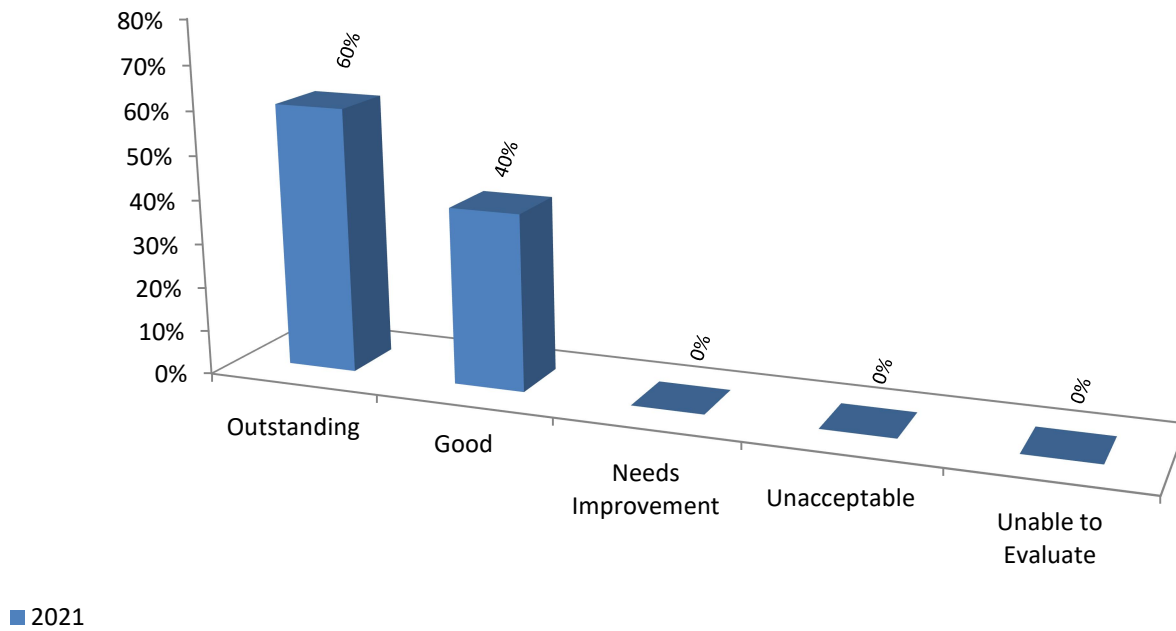
35. The Board understands its roles and responsibilities.



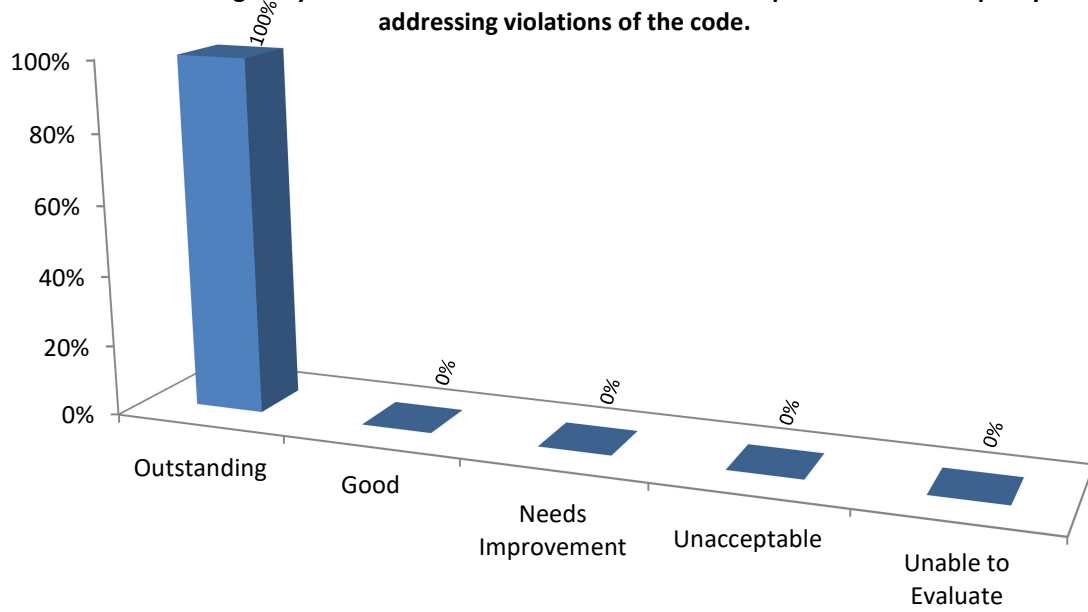
36. The Board expresses its authority only as a unit.



**37. Board members understand that they have no legal authority outside Board meetings.**

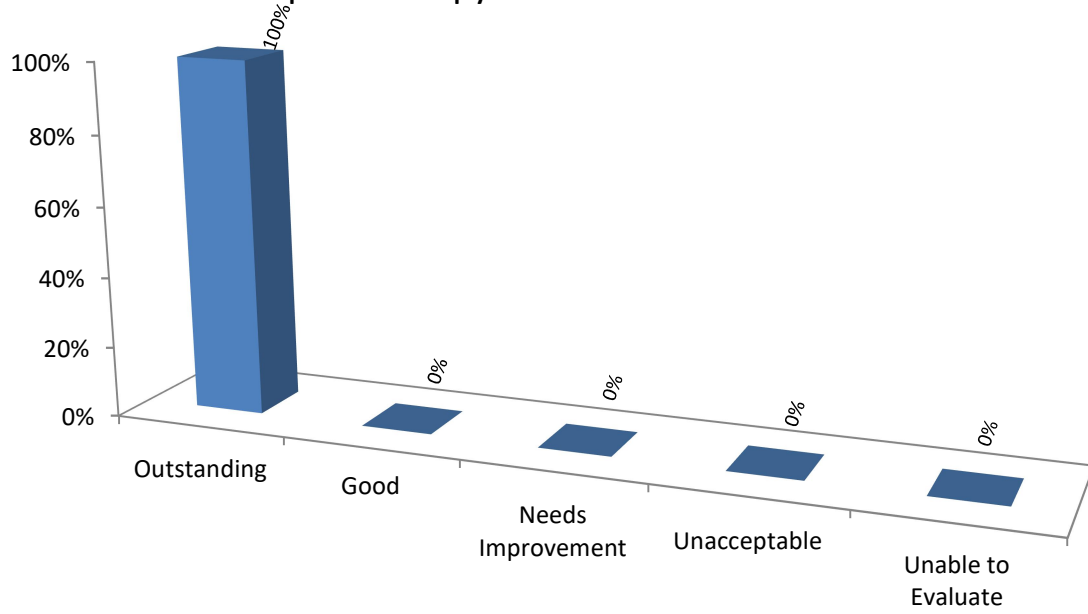


**38. The Board regularly reviews its code of ethics or standards of practice and has a policy on addressing violations of the code.**



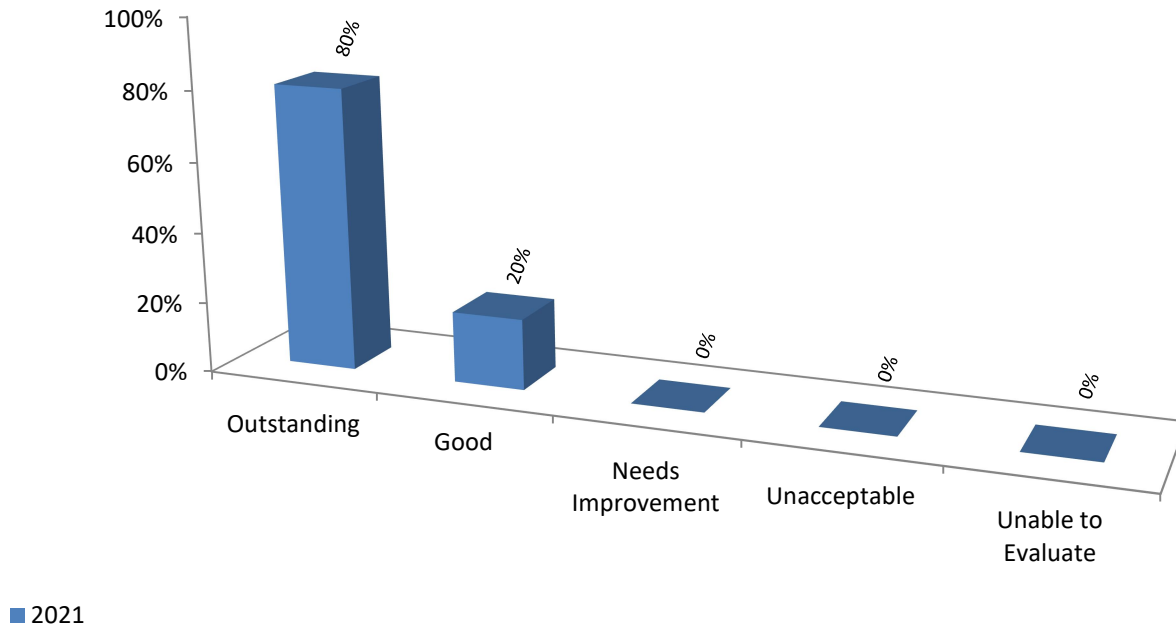
■ 2021

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

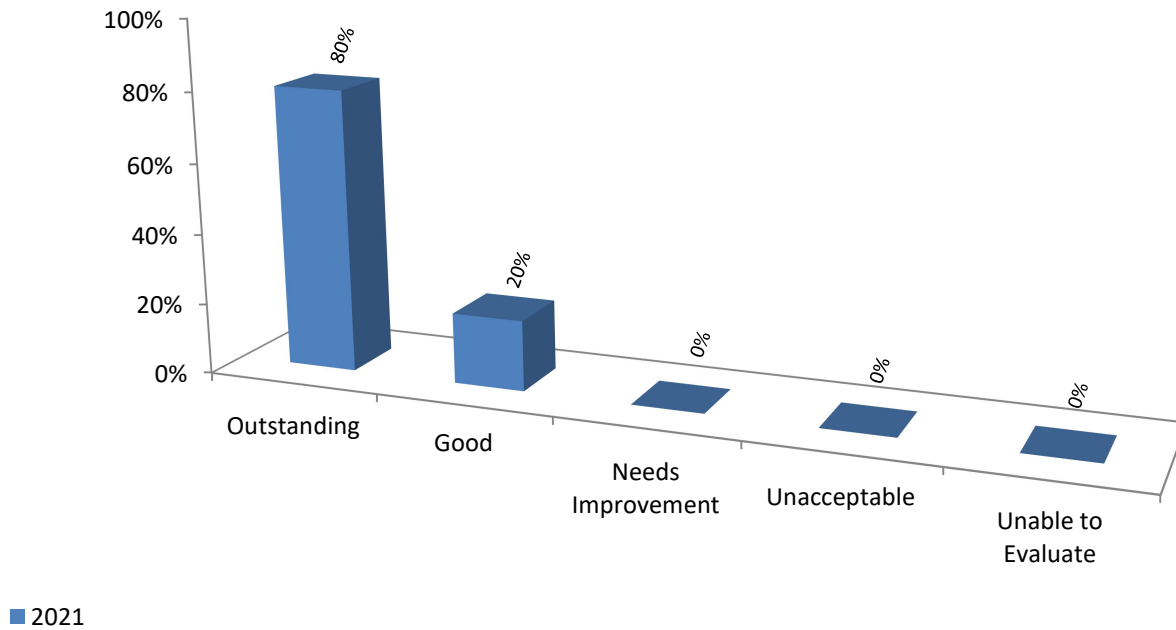


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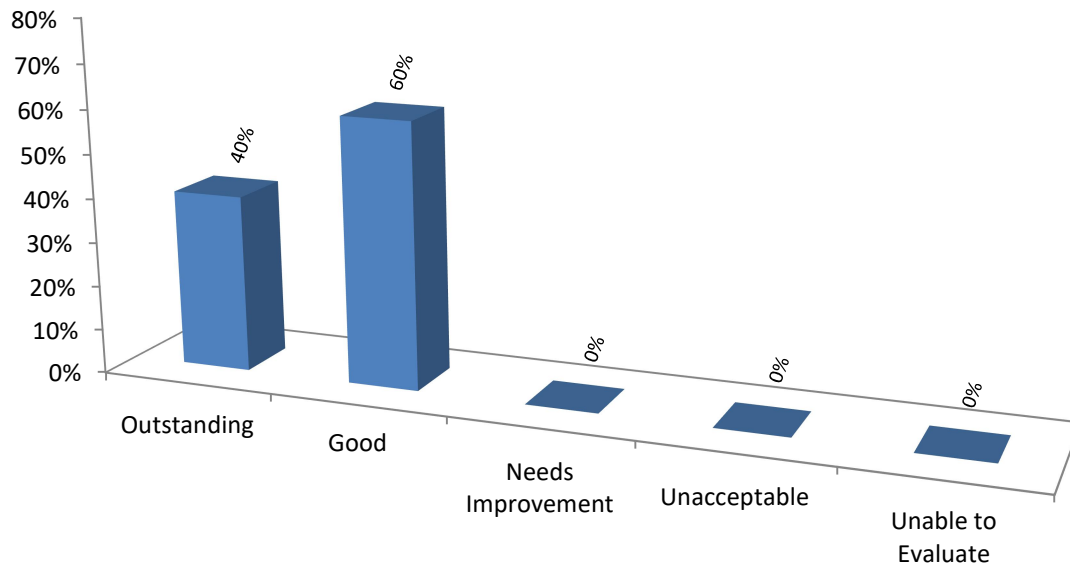
**40. Board members avoid conflicts of interest and the perception of such conflicts.**



**41. Board members annually file a statement of economic interests.**

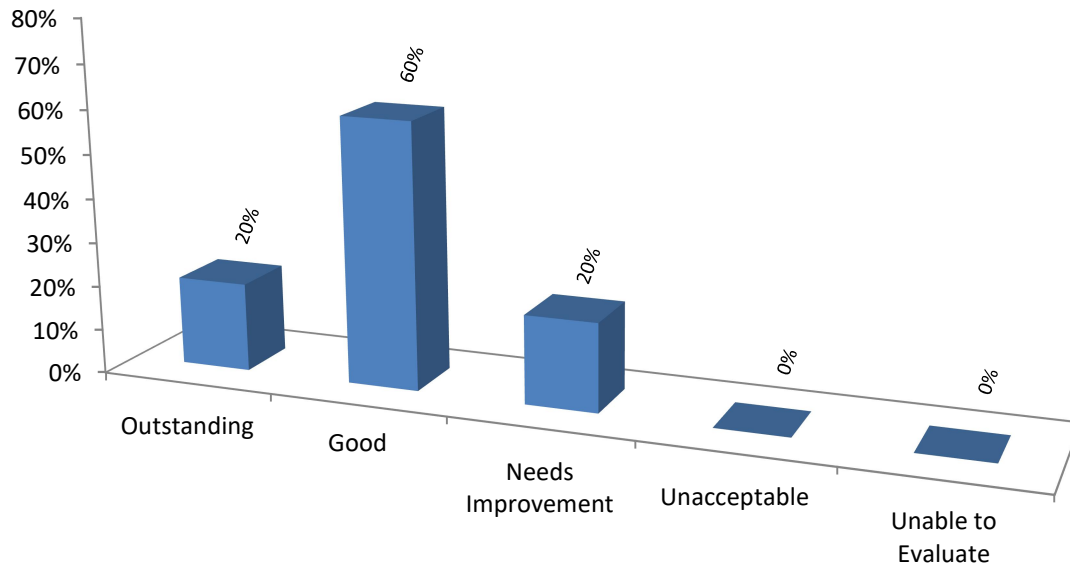


**42. Once a decision is made, Board members uphold the decision of the Board.**



■ 2021

**43. Board discussions and relationships reflect a climate of trust and respect.**

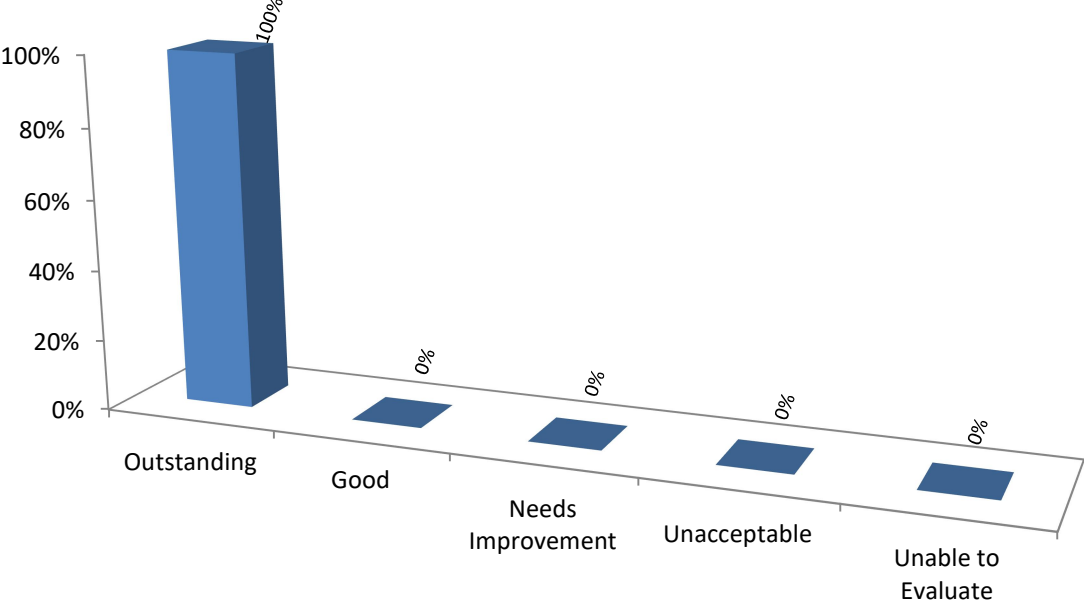


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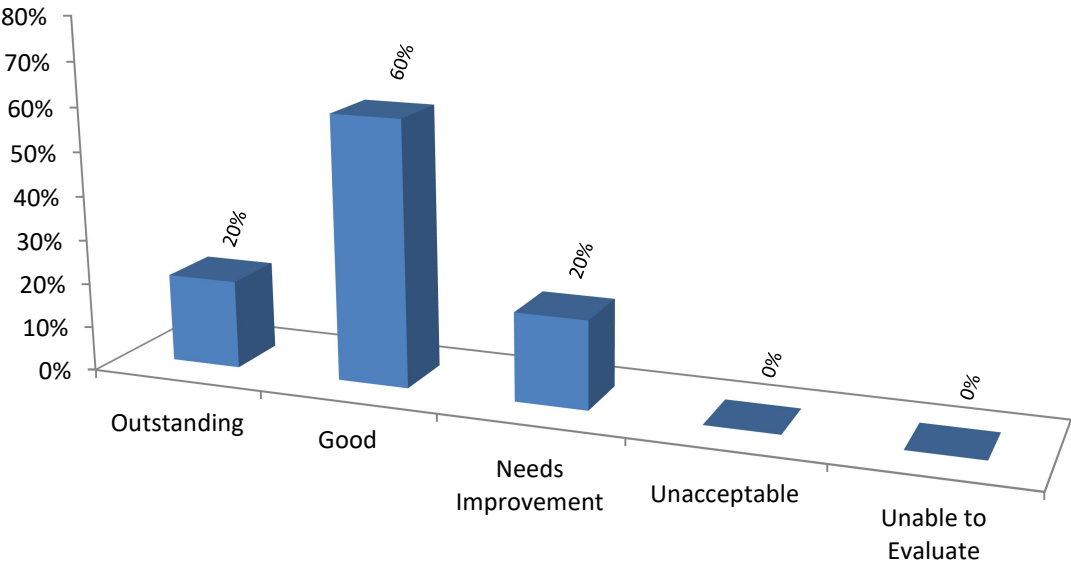
Board Meetings

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



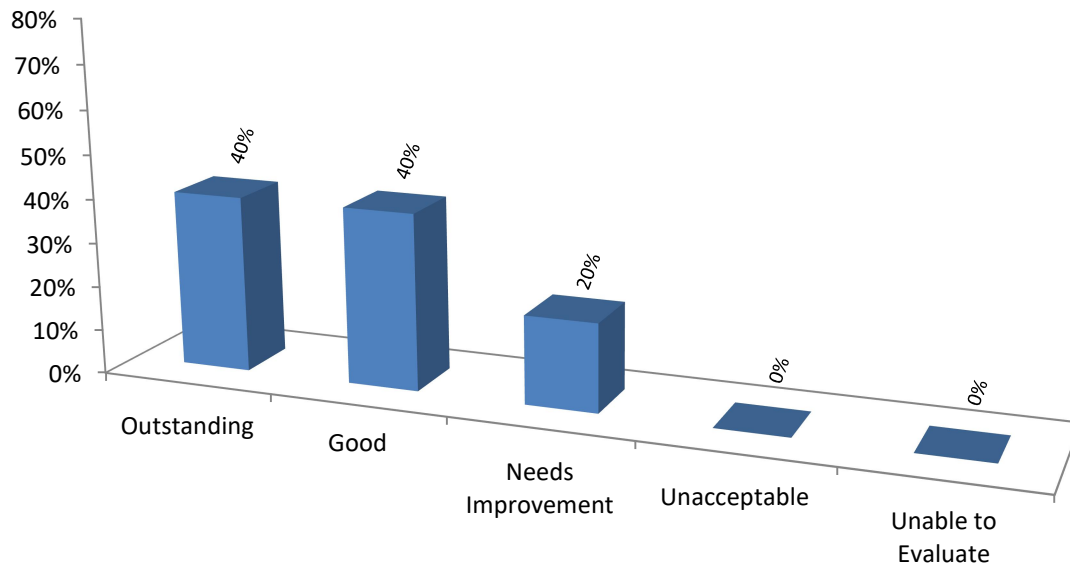
■ 2021

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



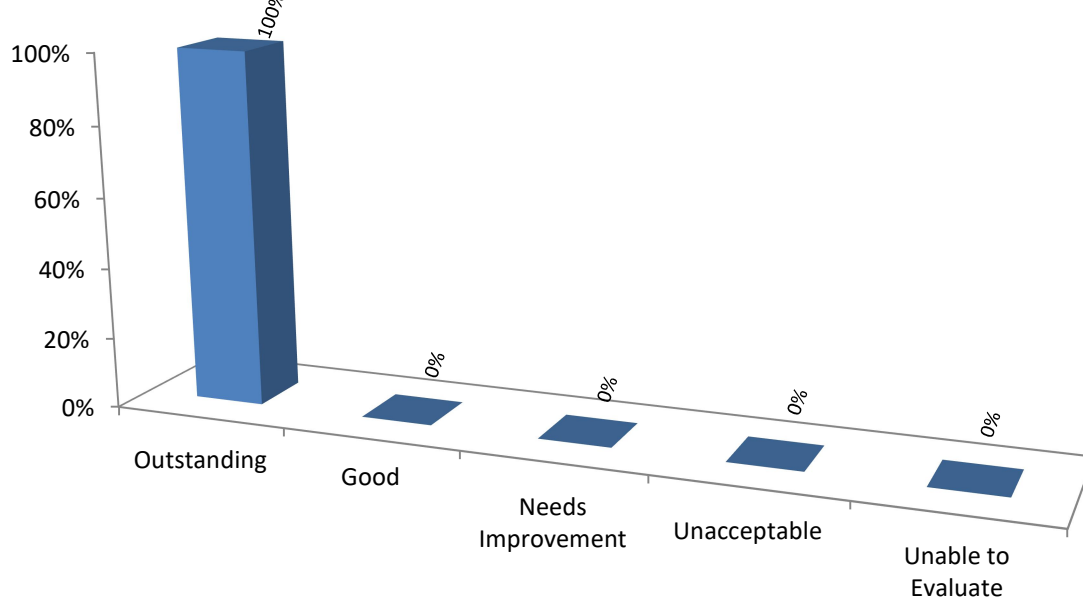
■ 2021

**46. Agenda items provide sufficient information to enable good Board decision-making.**



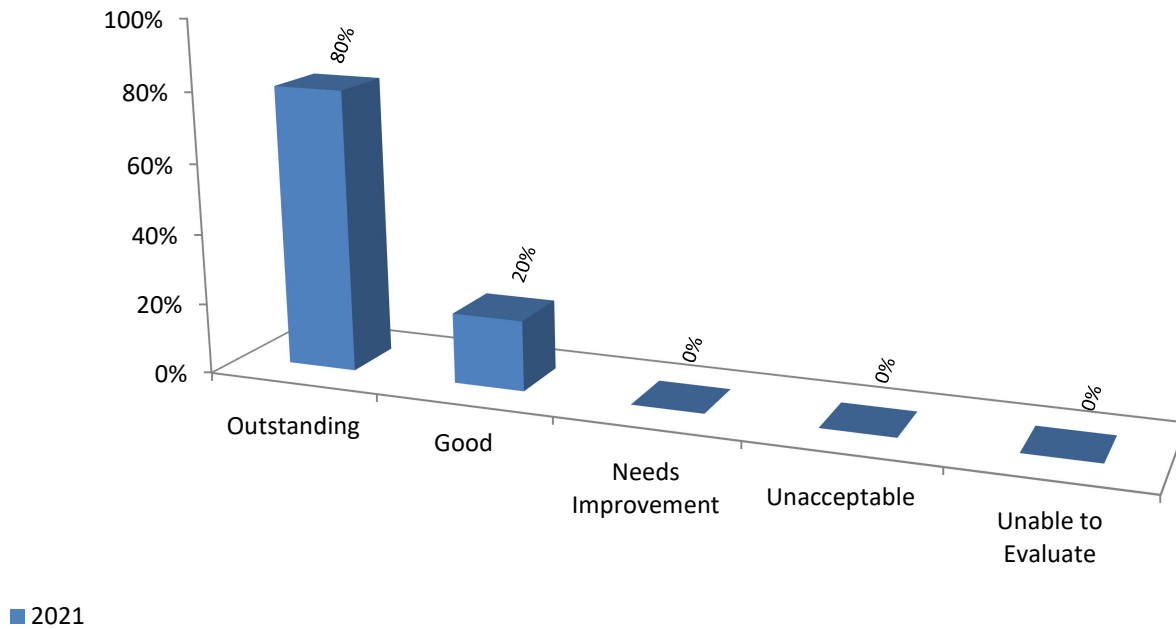
■ 2021

**47. The Board understands and adheres to the Brown Act.**



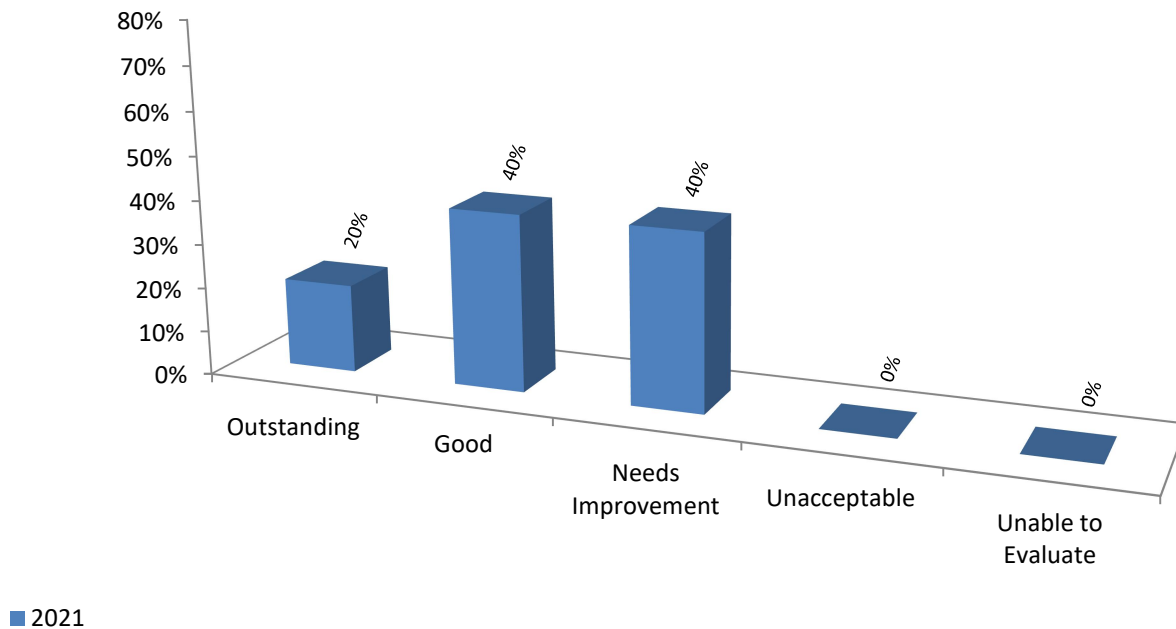
■ 2021

**48. The Board maintains confidentiality of privileged information.**

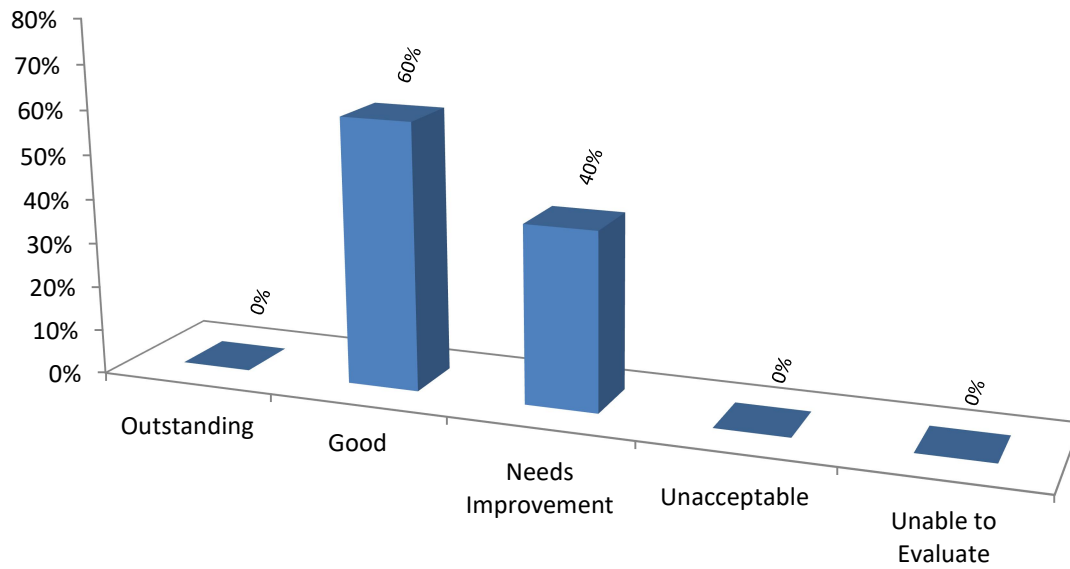


**Board Education**

**49. Board members participate in trustee development activities.**

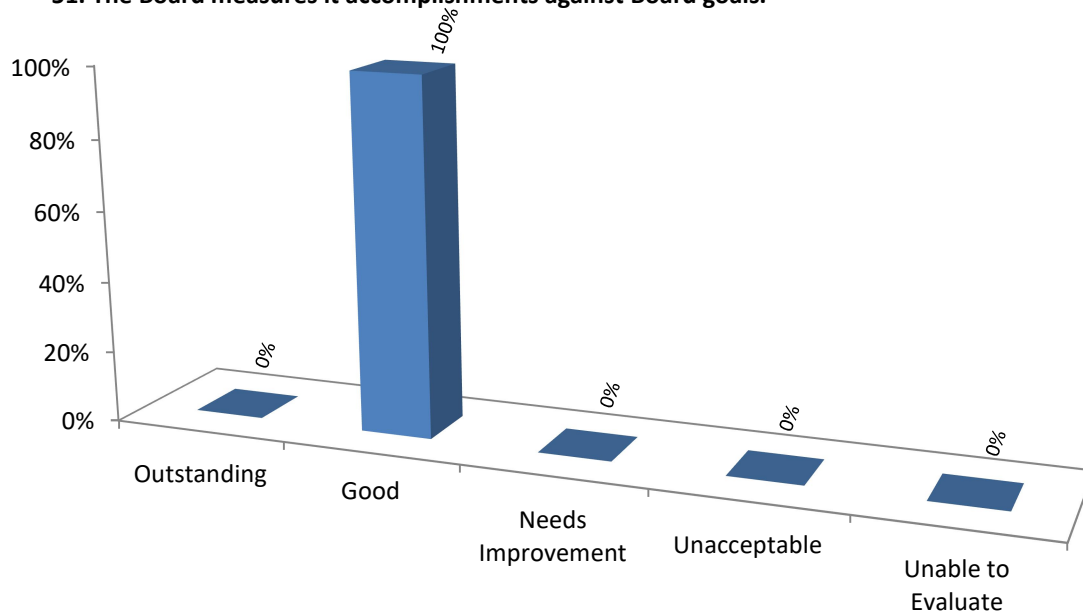


**50. The Board evaluation process helps the Board enhance its performance.**



■ 2021

**51. The Board measures its accomplishments against Board goals.**



■ 2021

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

### What are the board's greatest strengths?

- Working as a team  
#Listening to each other in discussion  
#Understanding our roles as trustees  
#Arguing points and working to find solid ground to make decisions  
Knowing that our greatest concern is to focus on the needs of students and providing them the facilities and resources to be successful  
# This current Board has not physically met together for almost two years and during this time we seem to have learned to work better during the pandemic  
# Our greatest strength is that we have one common goal, to help our students succeed.
- Commitment to Coast College students and the community
- Community involvement in various groups outside of education  
Knowledge of community needs.  
Experience in community college procedures.
- Differences in backgrounds regarding education and career paths
- Hiring a quality, knowledgeable CEO and allowing that person to fulfill the position's responsibilities without getting in the way.  
Trusting fellow board members to not grandstand, to come to the point in arguments, and appreciating others points of view without being hostile.

### What are the major accomplishments of the board in the past year?

- Assured that the District maintained a stable fiscal position in the face of declining student enrollment  
Approved strong COVID protocols, including vaccines and masks.  
Oversight of new buildings and Measure M spending for construction.  
Supported the Chancellor in his recommendations for the District.
- Dealing with public safety issues in the midst of a two year pandemic protecting the safety of students faculty and staff as well as others on campus.  
Working on a balanced budget during these tough times.  
Using pandemic emergency funding for the highest and best use of the grants to keep our campuses safe and in compliance.  
Supporting our Chancellor and his recommendations during this year of Zoom meetings, classes, distant learning and public health reporting that showed the conditions of our campuses and the Harbor.  
Continued work on the completion of the scheduled Measure M projects which were many.  
Keeping strategic offices and services open to register students; maintain a class schedule and graduate two years of classes from each of our colleges. Very amazing during a pandemic that shut down the State.
- Successfully dealing with providing quality education with a variety of delivery means during the pandemic.  
Recognizing the importance of communication to all employees/students during a time of considerable confusion elsewhere.  
Completing the building out of the 698 million dollar bond issue.
- The Covid 19 impacts and alterations made in the last year. More State and federal cooperation and meetings. Discussed and developed by full Board
- Working through difficult choices during covid pandemic.  
Incorporating diversity, equity and inclusion into everything done on the district. We adapted well to remote meetings that are efficient and effective.

### What are areas in which the board could improve?

- In person meetings. Zoom has been practical, but much is lost through that distant approach.
- More public messaging about our colleges and campuses and the economics of community college making local higher education advantageous.  
After spending \$698 million, Measure M approved by the voters of the district we should better market our product.  
We should consider investing in communications by looking at establishing another local college based radio or television station.  
We did not do a good job in protecting that resource.  
Encourage outreach in communities that clearly need exposure to higher education and CTE opportunities.  
Partner with business to increase employability of our certificated and CTE graduates.  
This pandemic has certainly tied our hands. We did not attend conferences to exchange ideas with our fellow trustees when faced with statewide problems. I would like to see the Coast District develop regional conferences to invite the other Orange County districts meet and exchange ideas of common interest. What are others doing in the face of declining enrollments?  
Respond to growing community needs and keep in mind possible expansion to meet changing future demographics

- Never discussed by the Board. too much pairing of positions on agenda items apparently before the meeting. Not have mind made up in advance of decisions. Listen more to in depth discussion and really consider it, rather than push for faster or shorter meetings.
- Taking advantage of the online opportunities for Board education.  
Being present in person on campus when there are opportunities to do so.  
Staying informed about community educational needs.
- When three board members (a majority) make positions known, there remains some resistance by those who disagree. One example is on maintaining a five-member board.

**As a trustee, I am most pleased about:**

- Board President Jim Moreno has run fair and equitable meetings giving Members the opportunity to discuss matters, while keeping the meeting on track of efficiency.
- Coast District has an excellent reputation. The leadership, faculty, staff and students have done well in adapting to covid19 realities.  
Student services on all three campuses have worked hard to provide support for students during the pandemic--helping with food insecurity, lack of technology and mental health needs. Our new facilities are state-of the art and have modernized and made our campuses more inviting.
- I am pleased about the strength of the District, educationally and fiscally, given the challenges of the last two years. It gives me great joy to see how strong our response to student needs has been. I am delighted to see students in the housing at OCC and on the campuses.
- The Board has acted with professionalism, thoughtfulness, respectful and in the spirit of responsible leadership for the Colleges.
- The work we have accomplished as a solid unit, the quality of the employees we have had the fortune to have recruited and hired. The good work we have done in planning and using the Bond Measures, both C and M.  
The hard work staff has done at all levels in the use of available resources to get the best and highest use of our budgets. The constant vigilance regarding state funding cycles and legislation that has impacts on our operations and relationships with represented employees.  
Taking care of faculty members, students and staff during this very dangerous pandemic; seeing the acceptance in high percentages of the vaccine and masking mandates for the total safety of campuses. All the hard work of our employees following the vision and mission statements to make certain our students succeed and graduate or transfer from our institutions.

**As a trustee, I have concerns about:**

- Board Members too often attending staff or other campus constituency meetings when we are to represent the wider community.
- How we will ever mind a chancellor as good as we currently have!
- I am most concerned about dropping student enrollments and the future financial situation of the District. Projections show a fiscal cliff and we need more strategies to deal with this.
- My biggest concern is the "fiscal cliff" we see coming. How do we find more students, how do we justify all those new buildings, how do we fill the classrooms and the housing? How do we balance the number of faculty and staff with the number of students? How do we continue to provide a quality education for a much smaller student body?
- Trust and honest diversity and inclusion of people of color in our teaching and leadership ranks. Our students need to see themselves in our employees.  
Contract and vendor diversity to reflect the make up of the community we serve and diverse cultures found in our district that support our mission.  
Homelessness and food insecurity of our student and veterans we have the honor of serving. I also have concerns for those in our population that may require or need mental health care. We have all been under extreme stresses and we sometimes need hands on care. How can we better help with these issues?  
I am greatly concerned about the business of higher education. How do we change the curve of declining enrollment? How can we improve attendance and enrollment? Who do we approach and start conversations with? Where to our feeder high schools send their students?

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

- Continue to monitor the beginning of our meetings to find a reasonable time to avoid delays or lag times between sessions.  
Increased dedication to provide complete staff reports on each recommendation to the board in our agenda.  
Not a change, but continued formal recognition of each Board member to keep decorum and politeness.  
Also, I would like to see a Board survey that can provide a larger font.
- I am fairly well satisfied with how the Board operates now, but I would like to have in-person meetings again as soon as possible and safe.

- Selection of Officers of the Board on a rotation basis which would remove some animosity and apply an even hand in the trustee officer selection process. This helps avoid "buddy clusters" that can hurt morale and come very close to the threesome Brown Act problem.
- no changes required

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

- Begin interface activities with middle schools of the District and invite students and administrators to visit and tour our campuses. Provide swage and information of the success of our graduates. Let's get middle feeder schools T-shirts with our college logos. Maintain the annual DEI report and keep check on our hiring practices.  
Use our mailing program to target student age parents with the role of our Community Colleges and the financial opportunity to save for the upper division of their students in higher education.  
Work diligently with local feeder schools informing counselors what opportunity their students have at the Coast College District. The scholarship opportunities here are second to none. We have world class campuses; world class faculty member and staff and world class programs that are the envy of many institutions across the nation.
- Getting the campuses back to a state of "normality" -- taking advantage of what we've learned during these past two tumultuous years!
- Many of our goals are enduring year after year.  
For the coming year I would like to see our Board go to Seven Districts or Areas.. Many Multi-college districts have done so and all 3 of the other Orange County Districts have seven. A serious study might show us how greater diversity on our Board would be achieved. The first, second and third districts are fast growing populations of substantial diversity. The fourth and fifth areas would also be affected, but much les so.
- Our current goals seem to be adequate and could be carried forward into next year.
- Support colleges in efforts to increase enrollments of older/returning students, provide services for these students. Evaluating community needs more effectively so that we can aid potential students seeking new careers.

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

- I wholeheartedly thank everyone for being alert, vigilant and adhering to the public safety rules during this pandemic. Thank you for masking up and getting your vaccinations. Look around and see how other react to current public health policy. The Board does well because our support staff and employees make the mission statement live for the students we serve.  
Thanks to the residents of the Coast Collège District for investing in the future of our students where we believe that the Strength of our Nation begins with education.
- It's a good Board
- Now is the perfect time to change our boundaries to fit the future population and diversity. I believe it is time to lead with our heads and love with with our hearts.
- The responsiveness of Chancellor Weispfenning to each member of the Board is most appreciated
- There has been much improvement in the way the Board conducts itself over the last few years. We just need to continue what we have started.