

## 2017 Board Self Evaluation Survey Highlights: Trustee Responses

Seven trustees completed the surveys. The averages are below. The numbers in parentheses are the 2016 average ratings to enable comparison to the previous year.

### Part 1. Board Roles Related to District Goals

1 (Poor) to 5 (Excellent)

1. The Board holds the Chancellor accountable for implementing strategies and programs designed to meet the goals and objectives in the 2014-2020 District-wide Strategic Plan. It will monitor progress through reports and discussion at board meetings, as well as the Chancellor's evaluation process.	<b>4.43</b>  (4.14)
2. The Board remains committed to communication and leadership styles that model a culture of mutual respect and collaboration in order to set a positive tone for the district.	<b>5.00</b>  (5.0)
3. The Board continues a major focus on student success, and through its policies and direction will ensure the quality, integrity, and improvement of student learning programs and services and the resources	<b>4.57</b>  (4.71)* similar focus
4. The Board continues to expect and support efforts to build and maintain partnerships with business/industry to meet career and technical education needs at ATEP, Irvine Valley College, and Saddleback College. (District-wide Goal 3)	<b>4.29</b>  (4.43)

### Part 2. Board Effectiveness Goals.

1. The Board remains committed to continuing to provide opportunities to listen to faculty, staff, and student perspective on district matters, while honoring college and district processes for making decisions and recommendations to the Board. The Board will provide opportunities to discuss board roles and perspectives with administrators, faculty, and staff.	<b>4.71</b>  (4.71)
2. The Board will explore approaches to decision making, conflict resolution and negotiations to promote effective communication and quality of decisions.	<b>4.71</b>  (n/a)
3. The Board will ensure the long-range fiscal stability and strength of the district by addressing funding needs and sources, including those related to facility needs.	<b>4.57</b>  (n/a)
4. The Board will be knowledgeable about and participate appropriately in the accreditation self-study, particularly regarding Standard IV.C on governance.	<b>4.86</b>  (n/a)
5. The Board will ensure that the district is effectively advocating the district's positions on key state and federal issues affecting the colleges, including involving the Board and trustees as appropriate.	<b>4.29</b>  (4.57)
6. The Board will strengthen its engagement in professional development, including but not limited to trustee participation in appropriate conferences.	<b>4.43</b>  (4.14)

### Part 3 Board Effectiveness Criteria

Please indicate the extent to which you agree or disagree with the following statements.

Strongly Disagree (1) to Strongly Agree (2)

1. The Board understands its policy role and differentiates its role from those of the Chancellor, District Services and college employees	<b>4.57</b> (4.57)
2. The Board's policies are regularly reviewed and are up-to-date. They effectively guide District Services and college operations.	<b>4.57</b> (4.57)
3. The Board clearly delegates authority to and supports the Chancellor.	<b>4.43</b> (4.71)
4. The Board sets clear expectations for and effectively evaluates the Chancellor.	<b>4.57</b> (4.29)
5. Board members represent the interests and needs of the communities served by the district.	<b>4.57</b> (4.86)
6. The Board advocates on behalf of the district to local, state, and federal governments.	<b>4.43</b> (4.43)
7. The Board assures that there is an effective planning process and is appropriately involved in the process.	<b>4.43</b> (4.43)
8. Board members are knowledgeable about the district's educational programs and services	<b>4.57</b> (4.57)
9. Board members understand the budget and fiscal status of the district.	<b>4.20</b> (4.14)
10. Board decisions assure the fiscal stability and health of the district.	<b>4.71</b> (4.57)
11. The Board effectively monitors implementation of institutional plans.	<b>4.57</b> (4.29)
12. The Board respects faculty, staff, and student participation in college and District Services decision making.	<b>5.0</b> (4.57)
13. Trustees refrain from attempting to manage or direct work or activities of District Services and college employees.	<b>4.43</b> (4.71)
14. Trustee behavior sets a positive tone for the district.	<b>4.86</b> (4.86)
15. The Board regularly reviews and adheres to its code of ethics and standards of practice.	<b>4.57</b> (4.29)
16. Board members maintain confidentiality of privileged information.	<b>4.43</b> (4.71)
17. Board meeting agendas include sufficient information; the topics reflect board responsibilities and tasks.	<b>4.57</b> (4.43)
18. Board meetings are conducted in an orderly, respectful manner; sufficient time is provided to explore and resolve key issues.	<b>4.71</b> (4.71)

19. The Board evaluation process helps the Board enhance its performance.	<b>4.71</b> (4.57)
20. Board members engage in professional development that enhances their performance as trustees. New Board members have an orientation to their role.	<b>4.57</b> (4.0)

### Comments

#### Q22. In what areas, if any, might the Board improve?

- Gain a better mutual understanding and balance between multi-institutional leadership and the Board; acknowledge, and accept, and respect each other's roles, duties, and obligations
- Do we consider the Fiduciary responsibilities with all policies while ensuring quality, sustainability and integrity?
- Improve Decisions: Should the Board and executive teams squarely and systematically address certain decisions together? Clarity is needed. Information given in a timely manner. Ample time.
- How should we manage different expectations about respective roles and decision-making rights?
- We have a great board. WE might be better at mentoring our staff to move up to higher levels of achievement.
- Updating and improving policies that ensure cost-effective use of contractors and consultants.
- Empowering the Chancellor through administrative procedures to review and improve the selection of consultants and contractors in a fiscally responsible manner.
- Carefully self-monitor appropriate level of involvement in district college decision making (avoid micromanagement)
- Become more actively involved in support of district/colleges/foundations in an appropriate capacity re: resource development & legislative advocacy
- Provide more frequent interaction with Chancellor on goal achievement process
- Communications are excellent and this needs to continue. The Board needs to focus on its goals and review its accomplishments on a regular basis.
- Still working towards going to more conferences and trainings

#### Q23. What should be Board goals, priorities, and/or tasks for the coming year?

- Certainly hiring an effective Chancellor, President of Saddleback, and CFO that we can count on to move forward; Re-building of strong district/college leadership team through hiring of Chancellor, HR VP, & SCC College President; To find a new chancellor and president for Saddleback; Choosing an incredible chancellor and a wonderful college president. Get buy in from the constituent groups on these individuals to help them succeed. We need to work with them to help them to succeed. Let them know ASAP that we want our management team to work together as best they can.
- Complete an organizational review with and action plan completed in the next nine months; Support the Interim Chancellor to conduct an organizational review, to be presented to the Board, that deploys human resources in the most effective way to have the best possible faculty, staff, managers and administrators
- Digital innovation and transformation of education requires a willingness to invest in ATEP.;Advancement of ATEP
- Making more efficient use of current resources through multi-institutional partnerships - sharing assets between the colleges to avoid redundancy and hold down expenditures.

- Non-duplication and COST-EFFECTIVENESS
- Continue to embrace our participatory shared governance model
- Support stable labor relations with faculty, staff
- Continue to support the faculty and staff with Word Day solutions.
- Be more involved with our campuses - coffee sessions, engage in student activities
- Focus on non-academic barriers for student success.
- Perhaps review the hiring process -- so we get the best hires for professors and staff. Perhaps longer and more in-depth interviews, asking them to teach sample lessons, run a management meeting, etc. the future of our district are the hires we make now.
- Support the Interim Chancellor continue to make changes that improve collaboration, fiscal stability and continued student success.
- Review and improve the Chancellor search process.
- Monitor goals of achieving student success and serving community constituencies
- Monitor achievement of district master plans (facilities, educational, and other)
- The Board needs to continue to emphasize student success, career technical education, supporting the Emeritus Institute and taking care of its employees (administration, faculty and staff). The development of ATEP must also be stressed.

**Q21. What are the strengths and accomplishments of the Board?**

- In tough times we made tough decisions.
- We seek strong leadership from our Chancellor.  
Without exception the Board has had courage to move our colleges forward during difficult times.
- We are involved and interested in our campuses functions - for example, Emeritus, Foundations, Pathways, Veterans, Homeless Crisis, Student Government.
- Keeping our colleges as two of California's premier community college as a college-wide student centered approach.
- We work together well. We are polite to each other. We are collegial with all staff.
- We led an incredibly successful accreditation process. We have two top-tier colleges.
- We are fiscally conservative.
- We encourage staff to do their best.
- We have the number one transfer rate in CA.
- The Board is ethical, honest with each other without being disrespectful, focused on decisions that improve student outcome and committed to support the Chancellor on key priorities.
- Abiding by policies that have made the district one of the most fiscally healthy in the state.
- Hiring excellent faculty at both colleges as evidenced by strong transfer student achievement
- Building strong collegial relationships
- Supporting district and college leadership to manage their respective areas
- Addressing problem in a direct and timely manner
- The Board treats its members with respect and courtesy.
- The Boards needs to be proud of the results of the recent Accreditation visits in late February and March.
- We are not afraid to make tough, sometimes unpopular decisions as long as they are what we deem what is best for students and is fiscally responsible.