

**MT. SAN ANTONIO COLLEGE**

**BOARD OF TRUSTEES SELF-EVALUATION – 2014**

**COMPILED**

Just as Boards are concerned with the effectiveness of the institutions they govern, so they should be concerned with their own effectiveness as a Governing Board. Effective Boards engage in a continuing process of self-assessment and evaluation of their performance in order to identify areas of strength and strategies for improvement.

Accrediting Commission standards require Boards to define processes for assessing their performance in policy or bylaws, and to act in a manner consistent with the statements. The processes may be as formal or informal as the Board wishes—the most important thing is to use a process that provides useful information for the Board members.

Evaluating the performance of the Board as a unit is not the same as evaluating individual trustee performance. The accreditation standards do not require individual self-assessment, although many trustees find it beneficial.

The Board self-evaluation is very different from the political evaluation that takes place every few years at the ballot box. The election process has many variables, and it is extremely difficult to determine how a Board can specifically improve its own effectiveness through election results.

The purpose of the Board self-evaluation is to identify areas of Board functioning that are working well and those that may need improvement. In addition, the discussion of Board roles and responsibilities builds communication and understanding among the members and leads to a stronger, more cohesive working group. At the end of an evaluation discussion, Board members should have:

- identified areas for improvement, perhaps stated as goals and criteria for future evaluations;
- an understanding of what they expect from themselves and each other to be an effective Board; and
- a summary of accomplishments and characteristics of which they can be proud.

Beside each question is a space for you to give a general evaluation mark. The following rating scale should be used:

- A = Excellent*
- B = Above Average*
- C = Average*
- D = Below Average*
- F = Unsatisfactory*

**Rating**

**Board Organization**

- The Board operates as a unit. AABBBBB
- Board members uphold the final majority decision of the Board. BAAAAAB
- Board members understand that they have no legal authority outside Board meetings. BAAAAAB
- The Board’s decisions are independent of partisan bias. AAAAABB+

**Policy Role**

- Board members understand and support the concept that Board policy is the primary voice of the Board. AAAAAAA
- The Board assures a systematic, comprehensive review of Board Policies. AAAAABB
- The Board focuses on policy in Board discussions, not administrative matters. AAAAABB
- The Board has clarified the difference between its policy role and the roles of the CEO and staff. AAAAAAB

**Community Relations**

- The Board is committed to protecting the public interest. AAAAAAA
- Board members act on behalf of the entire community. AAAAAAB
- Board members maintain good relationships with community leaders. AAAAAAA
- Board members keep the CEO informed of community contacts. AAAABBB

**Policy Direction**

- The Board is knowledgeable about the mission and purpose of the institution. AAAAAAA
- The Board bases its decisions in terms of what is best for students and the community. AAAAAAB
- The Board maintains a future-oriented, visionary focus in Board discussions. AAAAAAA

**Rating****Board-CEO Relations**

- The Board and CEO have a positive, cooperative relationship.
- A climate of mutual trust and respect exists between the Board and CEO.
- The Board has clear protocols for communicating with staff that includes the CEO.
- The Board clearly delegates the administration of the college to the CEO.

AAABBBBAAABBBB+AAABBBBAAAAAAB**Fiscal Oversight**

- The Board understands the fiscal condition of the organization.
- The Board provides fiscal oversight to assure the financial stability of the College.
- The Board understands the financial audit and its recommendations.

AAAAAABAAAAAAAAAAAAAB**Institutional Performance**

- The Board demonstrates a concern for the success of all students.
- The Board is appropriately involved in the accreditation process.
- The Board is committed to equal opportunity.

AAAAAAAAAAAAABAAAAAAB**Board Leadership**

- The Board understands its roles and responsibilities.
- Board members are prepared for Board meetings.
- The Board maintains confidentiality of privileged information.
- The Board understands the political implications of its actions.

AAAAAAAAAAAAABAAAAAAAAAAAAAB**Advocating the College**

- The Board recognizes positive accomplishments of the college.
- Board members speak positively about the institution in the community.
- The Board plays a leadership role in the local community.
- The Board helps educate the local community about community college needs and issues.
- The Board works to secure adequate public funding.

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**Board Education****Rating**

- |  |                |
|--|----------------|
| <ul style="list-style-type: none"> <li>• Board members are engaged in a continuous process of training and development.</li> </ul> | <u>AAAAABB</u> |
| <ul style="list-style-type: none"> <li>• The Board adequately studies issues prior to Board action.</li> </ul>                     | <u>AAAAAAB</u> |
| <ul style="list-style-type: none"> <li>• The information provided to the Board is appropriate and relevant.</li> </ul>             | <u>AAAAAAB</u> |

The following questions are open-ended. Your response will assist in institutional evaluation and determining future priorities.

## 1. What are the Board's greatest strengths?

- Board Members are very involved in our respective areas and throughout the Mt. SAC District.
- Board Members respect each other and value our position on the Mt. SAC Board of Trustees.
- Deep involvement with District communities and organizations.
- Strong educational backgrounds of Board members.
- High experience level of the Board with College operations.
- Demographic diversity of the Board.
- Professionalism, congeniality, and intelligence.
- A majority of the Board members always demonstrates trust, respect, and support toward fellow Board members.
- A majority of the Board members maintain a good relationship with the community leaders, elected officials, and the general public.
- The Board has a great amount of experience, stability, and institutional history with a high degree of professionalism and respect throughout the San Gabriel Valley.
- The Board is professional, continually works well together, and offers decades of educational and business experience that collectively strengthens and advances the College.
- Understands the institution and its culture while working to preserve what makes it great and improving areas of challenge.
- Actively participates within the Mt. SAC community as well as the communities it serves.
- Fairly high level of involvement in Mt. SAC life and activities.
- General respect among and between Board members.
- Board members, generally speaking, understand and adhere to policy role.

2. What are the major accomplishments of the Board in the past year?
  - Beginning the assimilation of two new Board Members.
  - Hiring of Administrators Dr. James Czaja and Dr. Irene Malmgren.
  - Good progress of the Mt. SAC Foundation under the leadership of Bill Lambert.
  - Continued success of our academic and athletic teams as well as our Performing Arts groups.
  - Participation in maintaining the educational excellence and fiscal stability of the College.
  - Successful transition to a seven-member Board.
  - Completion of union contracts without serious controversy.
  - Redistricting to avoid litigation.
  - Successful oversight of the budget in financially trying times.
  - Maintaining high-quality services.
  - Being able to maximize all the available resources for the benefit of the students.
  - The Board has continued to make support progress of the various Bond projects.
  - The Board had the courage to move to area-based elections to allow for greater representation and fresh ideas.
  - Continuing to preserve the fiscal stability of the institution under a difficult State budget environment.
  - Continuing to produce students and teams of accomplishment in academic and co-curricular arenas.
  - Successfully negotiating labor union agreements.
  - Introducing two new trustees to the Board.
  - Transition to seven-member Board has been smooth, although there have been or exists a couple of bumps.
  
3. What are areas in which the Board could improve?
  - A greater understanding of our Facilities Master Plan.
  - Assistance in obtaining more public and private funding for the College.
  - Participation in College events, programs, and ceremonies.
  - Everything seems to be operating smoothly to me.
  - Be more mindful about construction projects.

- The Board is still adjusting to having two new Board members, so there is still some work to be done to make the now larger Board more cohesive.
- Speak more directly on sensitive issues affecting the College.
- More work needed related to fund-raising efforts (Foundation Board).

4. As a Trustee, I am most pleased with:

- The outstanding image and reputation of Mt. SAC in our community and statewide.
- The continued success of the College's academic and athletic programs.
- The continued respect for the College from citizens of the District.
- Absence of adverse publicity related to the College operations.
- The open and kind reception I have received as a new trustee.
- Awards and achievements by the students, faculty, and staff.
- The improvement of the Mt. SAC Foundation.
- The reputation of the College as a great institution that continues to serve many different groups.
- Mt. SAC's culture of excellence demonstrated by its student academic accomplishments, faculty, quality, staff dedication, athletic and other extracurricular dominance, and community morale.
- Keeping strong fiscal reserves as a hedge for difficult State budget times.
- Accreditation review – positive report.
- Success-oriented climate/culture.

5. As a Trustee, I have concerns about:

- Making sure students get the classes they need.
- Student success and completion rates.
- Changes in the College's construction program without adequate consultation with the Board.
- Lack of growth in FTES needed to maximize State apportionment.
- Lack of needed marketing plan.
- Data showing fewer low-income students earning a college education.
- The increased cost of a college education.
- Declining enrollment.
- The possibility of a federal accountability system.
- The Bond projects.

- How the College will proceed with Proposition 39 dollars with regard to the anticipated solar project. There has not been much discussion since it was tabled at the November meeting.
  - The Student Success Act accountability data and how it will be used at our College to make changes.
  - The process regarding the new campus master building plan, especially the parking structure and solar farm so the trustees are full informed and involved in establishing a vision and direction for the campus.
  - There are no general concerns, but have a great interest in having Mt. SAC continue to be successful as it pursues various goals (Student Success, Transfer, CTE programs).
6. As a Trustee, I would like to see the following changes in how the Board operates:
- More Board/CEO communication of Board prerogatives.
  - Development of an effective Board committee system now that we have seven Board members.
  - Improved e-mail system that allows trustees to send e-mails from their Mt. SAC e-mail address and allows trustees to access their e-mail in an exclusive Mt. SAC e-mail inbox.
  - The CEO to give the Board more details regarding Bond construction projects.
  - No changes at this time.
  - Great willingness to publicly discuss controversial topics and ask difficult questions.
  - No changes, but continue to operate as a unit, even with an expanded Board.
7. I recommend that the Board has the following goals for the coming year:
- Formal and informal interaction of all the Board Members.
  - Greater outreach to State legislators within the District.
  - Development of Committee system.
  - Analysis and consideration of the costs and benefits of construction community benefits contracts.
  - Establish positive working relationships with new Board members.
  - Improve communication.
  - Build rapport with new members.
  - Continue to have a presence in the community.

- Diligently work to successfully integrate the new trustees into a clear understanding of their roles and responsibilities while being educated about the breadth and depth of the institution.
- We continue to prudently use our fiscal reserves in dealing with our budget challenges.
- Maintain fiscal strength.
- Assist in strengthening Foundation.
- Continue to work with our K-12 partners.

8. Additional Comments:

- We need to start thinking again about marketing. Students and parents need to be better aware of what sections/classes are available, and we need at least as much exposure in the San Gabriel Valley Tribune as Citrus College, as part of our marketing activities.
- I am responding as a new trustee very much still in the learning stage. The B grades are because of my inexperience as a Mt. SAC trustee.
- I have only been part of the Board for a couple of months, so I don't yet have a full picture of the dynamics of the Board; but, I am eager to learn more about my colleagues and College, in general.