

MT. SAN ANTONIO COLLEGE
BOARD OF TRUSTEES SELF-EVALUATION

January 2019

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

	<u>Rating</u>
Board Organization	
• The board operates as a unit.	<u>AAABBBB</u>
• Board members uphold the final majority decision of the board.	<u>AAAAAAB</u>
• Board members understand that they have no legal authority outside board meetings.	<u>AAAABAB</u>
• The board's decisions are independent of partisan bias.	<u>ABBBBCD</u>
Policy Role	
• Board members understand and support the concept that board policy is the primary voice of the board.	<u>AAAAABB</u>
• The board assures a systematic, comprehensive review of board policies.	<u>AAAABBB</u>
• The board focuses on policy in board discussions, not administrative matters.	<u>AAABBBB</u>
• The board has clarified the difference between its policy role and the roles of the CEO and staff.	<u>AAAAABB</u>
Community Relations	
• The board is committed to protecting the public interest.	<u>AAAAABC</u>
• Board members act on behalf of the entire community.	<u>AAAAABD</u>
• Board members maintain good relationships with community leaders.	<u>AAAAABB</u>
• Board members keep the CEO informed of community contacts.	<u>AAAAAAB</u>
Policy Direction	
• The board is knowledgeable about the mission and purpose of the institution.	<u>AAAAAAC</u>
• The board bases its decisions in terms of what is best for students and the community.	<u>AAAAABD</u>
• The board maintains a future-oriented, visionary focus in board discussions.	<u>AAAAABD</u>

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 include the CEO.
- The board clearly delegates the administration of the college to the CEO.

AAABBCD

AABBBCD

AAAAABC

AAAAAB

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.

AAAABBD

AAAABBB

AAABBBB

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.

AAAAAAA

AAAAAB

AAAAAB

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.

AAAAABC

AAAAAAA

AAAAAAA

AAAAABC

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.

AAAAAAA

AAAAAAA

AAAAAAA

AAAAAAA

AAAAAB

Board Education

Rating

- | | |
|--|----------------|
| • Board members are engaged in a continuous process of training and development. | <u>AAABBBB</u> |
| • The board adequately studies issues prior to board action. | <u>AAAABBC</u> |
| • The information provided to the board is appropriate and relevant. | <u>AAABBCD</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?

- Commitment to students and community.
- The Board reflects the diversity of our students and the communities we represent. Though we come from diverse backgrounds and political perspectives, we usually put differences aside for the good of the students and the College in general.
- The Board has been diligent in studying and understanding the complex legal issues before us in regards to the City of Walnut and the Taxpayers organization.
- Trustees bring a diversity of experiences and talents to the Board.
- The addition of Gary Chow and his financial knowledge was a great benefit after the loss of David Hall.
- Board Members care deeply about Mt. SAC.
- Good questions are raised at Board Meetings.
- The Board has been extremely patient with the CEO and diligent in studying and understanding the complex legal issues and consequences relating to the PLA matter.
- We have a very active governing body that sits on local, state, and national organizations that advocate for community colleges.
- The Board takes pride in its students, faculty, and staffs' accomplishments, and actively participates in College events with enthusiasm and support.
- We share the common goal of doing what is in the best interests of the students and the College and we have an extremely knowledgeable CEO. From my recent conference, I have come to the conclusion that we are fortunate to have an excellent team as this is not the norm.
- The Board is a cohesive unit and stands by decisions even if there might be different viewpoints.
- Ability to maintain respect, decorum, and civility even when Board Members disagree.

2. What are the major accomplishments of the Board in the past year?

- Having successfully worked with the Mt. SAC community (on and off campus) to pass Measure GO.
- Providing leadership on state and national boards, e.g., Dr. Baca on the State Foundation Board and Judy Chen haggerty on the ACCT Diversity Board. We also

provide leadership in our community which gives us a wider perspective on issues facing the College.

- We have made strides on the PEP development despite much opposition. WE continue to plan for the Solar Project—perhaps in the future.
- Several Board Members have served on the Educational and Facilities Master Plan Committee which is nearly complete.
- We are moving ahead with the Transit Center and the agreement with Foothill Transit.
- Passing Measure GO.
- Ending the lawsuit with UWT.
- Solving most of the issues with UWT group with the assistance of Gary Chow.
- Providing leadership on state and national Boards, e.g., Dr. Baca serves as the President of the State Foundation Board and Judy Chen Haggerty serves as the Chair of the ACCT Diversity/Equity/Inclusion Committee and the ACCT Board of Directors, and their efforts to enhance the growth of Mt. SAC's statewide and national reputation.
- Passing of Measure GO Bond.
- Passing Measure GO.
- Passage of Measure GO was a huge accomplishment for the Board. It let us know the community trusts us with public funds to make improvements to the College.
- Creating better partnerships with the City of Walnut and UWT along with other local leaders and organizations.
- Almost settled all of the civil litigation with the City and UWT.
- Supported staff in adjusting to the new funding formula.

3. What are areas in which the Board could improve?

- We need to communicate more effectively on positions within the Board.
- We need to work on better relations with the City of Walnut.
- We should participate in student activities and sporting events whenever possible.
- We should try to garner more publicity for all the wonderful awards that our programs and students have won.
- Staying more closely apprised of design and construction developments.
- It is crucial that Board Members set aside political perspectives for the best interests of the students and the College.
- Better communication with each other and with the CEO so matters are resolved prior to Board Meetings.
- When making important decisions that impact our district, the decision should communicate clear messages to the public about our vision, mission, and goals.
- Communication with each other and being clearer when giving direction to staff.
- The Board would improve if the members spent more time discussing and understanding each others' positions on various matters.

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

- Our reputation locally and statewide (even nationally and internationally).

- This excellence is primarily due, I believe, to our President, Administration, VPs, Deans, and Managers, as well as the efforts of the Board.
- Our Foundation continues to expand and grow our giving. Our programs such as Music, Aviation, Forensics, Robotics, Nursing, Cyber Security, and Athletic Teams continue to excel.
- Academically and athletically our students are doing well.
- New construction projects look like they will really meet the needs of our students.
- Board provides a unified front and it is clear we all get along and can agree to disagree when needed.
- Outstanding achievements of our students, faculty, and staff at the state and national level.
- The work of faculty and staff in support of our students, and the numerous successes resulting from this.
- Board Members continuous effort in building strong relationships with local city councils, school boards, water board officials, and elected officials.
- We as Trustees all share the goal of having policies which serve the best interest of the students.
- Recruitment efforts to enhance the diversity of our faculty.
- The mutual respect that each Board Member has for the others.

5. As a Trustee, I have concerns about:

- The City of Walnut encroaching on our facilities planning and implementation.
- Future lawsuits waged against construction projects.
- Making use of the West Parcel.
- We currently have two senior level openings that we have had trouble filling. Are we prepared to deal with more retirements?
- The Board's working relationship, including not being able to work as a cohesive group. Board Members' inability to set aside personal political perspectives for the best interests of the students and the College. The Board needs to care deeply about Mt. SAC's interests—the primary duty of the Board. The Board's required commitment is Mt. SAC's institutional success.
- The Board's unity in facing challenging issues and Board Members ability to set personalities aside.
- STRS/PERS obligations and the impact on our budget. Our growing cost of STRS and PERS and the huge unfunded OPEB liability.
- Can we do more to address the non-academic issues facing our students? These include food, housing, and the cost of books.
- Continued and increasing pension obligations placed on the College by the state.
- New legislation that might limit some discretion of the College.
- The opposing positions of the Board Members.

6. As a Trustee, I would like to see the following changes in how the Board operates:

- More interaction with local elected officials to include them in the activities of the campus.
- More regular updates on Bond projects presented at Board Meetings. It will make it easier to provide updates to the public on what is happening if the Board is regularly apprised of design and construction developments.
- Request the CEO to provide the full picture of his plan(s) in dealing with major issues such as PLA, so the Board has a clear understanding of options and risks and allows Board Members to digest/fully understand the materials. Most importantly, not to push the Board to make decisions on the spot at the Board Meeting.
- Ensure the CEO runs a tighter ship in dealing with the City of Walnut and certain groups of residents for possible future legal disputes and foreseeable future challenges.
- Request CEO to keep Board informed/more frequent updates on details of the GO Bond as new developments arise.
- Encourage CEO to communicate more effectively on positions within the Board.
- I believe we need periodic study sessions to discuss issues facing the College.
- More transparency by having the Board Meetings broadcasted and preserved so that they are always available to the public.

7. I recommend that the Board has the following goals for the coming year:

- Ensure that new state initiatives, including the funding formula, are successfully incorporated and that any adverse impact is monitored and responded to.
- In paying close attention to the roll out of new Measure GO facilities construction, be prepared to further guide the long-term vision.
- Improved relations with the City of Walnut.
- Find ways to incorporate local hire into our Bond program so that tax dollars and jobs are coming back to the community paying for the Bond.
- Improve our job placement programs.
- Keep our ears close to the ground so we head off any future issues like the ones that arose with Parking Structure A and the West Parcel.
- Find a use for the West Parcel.
- The Board to conduct CEO evaluation more frequently. The last CEO evaluation was conducted in 2016. There should be one done in the near future to afford the opportunity for the new board member(s).
- Mt. SAC has a strong public relations team in place to ensure the Board's access with state and national legislators to improve our advocacy for, and political support of, Mt. SAC.
- More "diversity hiring" to be more reflective of our student body.
- Maintain a balanced budget, whatever that takes. Continued preservation and improvement of the fiscal stability of the institution with the expansion of new programs.
- Re-build the image of cohesiveness of the Board and Board/CEO working relationship.

- Re-establishment of positive/effective working relationship with the community and city officials of Walnut.
- We need to improve the relationship between the administration and the faculty. Some of the issues are about money but other items pertain to employee benefits. I am disappointed that the faculty asked for a third party to evaluate the benefits of changing health plans.
- While I understand the policy of shared governance, the number of representatives on the panel to make procedural decisions seems excessive. I am disappointed that we were unable to select a VP of instruction and a police chief after going through the process.
- Strong monitoring and oversight of new legislative issues: AB 19, AB705, AB 288
- Maintaining fiscal solvency during uncertain times and changes especially with pension obligation increases.
- Support policies and ensure funding isn't reduced by the new funding formula and that ensure and support a strong ethnic studies curriculum.

8. Additional Comments:

- Continue the plan for the growth of international students' program to enhance the opportunities of local students' global experience. This can be a good financial resource to deal with the next budget crisis.