

MT. SAN ANTONIO COLLEGE
BOARD OF TRUSTEES SELF-EVALUATION
March 2023

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.
- Board members uphold the final majority decision of the board.
- Board members understand that they have no legal authority outside board meetings.
- The board's decisions are independent of partisan bias.

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Policy Role

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

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Community and Government Relations

- The board is committed to protecting the public interest.
- Board members act on behalf of the entire community.
- Board members maintain good relationships with community, state, and federal leaders.
- Board members keep the CEO informed of community and government contacts.

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AAAAABB

Policy Direction

- The board is knowledgeable about the mission and purpose of the institution.
- The board bases its decisions in terms of what is best for students and the community.
- The Board regularly reviews Board Policy.

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	<u>Rating</u>
<ul style="list-style-type: none">The board maintains a future-oriented, visionary focus in board discussions.	<u>AAAAAAB</u>
Board-CEO Relations	
<ul style="list-style-type: none">The board and CEO have a positive, cooperative relationship.	<u>AAAABBB</u>
<ul style="list-style-type: none">A climate of mutual trust and respect exists between the board and CEO.	<u>AAABBBB</u>
<ul style="list-style-type: none">The board has clear protocols for communicating with staff that include the CEO.	<u>AAABBBB</u>
<ul style="list-style-type: none">The board clearly delegates the administration of the college to the CEO.	<u>AAAAAAB</u>
<ul style="list-style-type: none">The board has fostered openness by encouraging and maintaining two-way communication with the CEO related to concerns of the board.	<u>AAAAABB</u>
<ul style="list-style-type: none">In support of the College's mission to serve students, the Board has developed a CEO succession plan.	<u>AAABBBC</u>
Fiscal Oversight	
<ul style="list-style-type: none">The board understands the fiscal condition of the organization.	<u>AAAAABB</u>
<ul style="list-style-type: none">The board provides fiscal oversight to assure the financial stability of the College.	<u>AAAAABB</u>
<ul style="list-style-type: none">The board understands the financial audit and its recommendations.	<u>AAAAABB</u>
Institutional Performance	
<ul style="list-style-type: none">The board demonstrates a concern for the success of all students.	<u>AAAAAAA</u>
<ul style="list-style-type: none">The board is appropriately involved in the accreditation process.	<u>AAAAAAA</u>
<ul style="list-style-type: none">The board is committed to diversity, equity, inclusion, social justice, and anti-racism.	<u>AAAAAAA</u>
Board Leadership	
<ul style="list-style-type: none">The board understands its roles and responsibilities.	<u>AAAAAAA</u>
<ul style="list-style-type: none">Board members are prepared for board meetings.	<u>AAAAABC</u>
<ul style="list-style-type: none">The board maintains confidentiality of privileged information.	<u>AAAAAAC</u>
<ul style="list-style-type: none">The board understands the political implications of its actions.	<u>AAAAAAB</u>
Advocating the College	
<ul style="list-style-type: none">The board recognizes positive accomplishments of the college.	<u>AAAAAAA</u>

	<u>Rating</u>
• Board members speak positively about the institution in the community.	AAAAAAA
• The board plays a leadership role in local, state, and federal areas.	AAAAAAB
• The board helps educate the local community about community college needs and issues.	AAAAABB
• The board works to secure adequate public funding.	AAAAAAB

Board Education

• Board members are engaged in a continuous process of training and development.	AAAAABB
• The board adequately studies issues prior to board action.	AAAABBC
• The information provided to the board is appropriate and relevant.	AABBBBB

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?

- The Board has a common vision about the important items.
- We work together cohesively and have strong mutual respect. We take pride in the College and are strong advocates for it in public.
- Board members are opened-minded and work with each other with respect.
- The Board has been supportive of decisions and recommendations made by CEO/administration during the recovery from the pandemic.
- The Board takes pride in its students, faculty, and staffs' accomplishments and actively participates in the College's events with enthusiasm and support.
- Board Members actively engage in the community and the legislative arena to advocate for Mt. SAC despite the challenges of the post-pandemic period.
- Trustees routinely engage with community leaders, elected officials, and stakeholders on a regular basis.
- A strong commitment to facilities improvements and state-of-the-art buildings.
- Despite differences in terms of issues or positions on action taken, the Board works at ensuring that there is as much consensus and respectful dialogue as needed.
- Mutually mission focused Board.
- Board works well and with and respects each other.
- Mutual respect and professionalism.

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

- Transition to online classes and partial transition to remote work for classified.
- Bond projects are progressing well. Pandemic issues seem behind us.
- Supporting CEO & Administration's actions during the post-pandemic period for the best interests and safety of the students and campus constituents.
- Providing leadership at the State and National level, e.g., Dr. Baca serves on the state Foundation Board, Trustee Peter Hidalgo serves on the national ACCT Public Policy Advocacy Committee, and Judy Chen Haggerty serves on the national ACCT DEI Committee and the CCLC's ACES Committee. Their efforts enhance the growth of Mt. SAC's statewide and national reputation and representation.
- The Board's efforts in establishing various committees to achieve the efficiency of the Board operations and to produce excellent outcomes.
- Maintaining fiscal solvency and improved enrollment numbers coming out of the pandemic.
- A commitment to keep staffing levels in place even with decreased enrollment.
- Board guidance helped campus move out of COVID, enrollment increases, fiscal certainty, and continued momentum of construction projects.
- Supporting the College in recovering from the pandemic, increasing enrollment, and making progress on facilities construction.

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

- More direction to the President on COLA.
- We could always be asking more questions.
- More closed sessions for CEO to provide crucial information relating to major campus projects. This will provide opportunities for the Board's in-depth discussions to make informative decisions.
- Focus on the mission of the College according to the rapid changes in demographics, the enrollment challenges of K-12, and the community needs.
- Providing more timely opportunities for the Board to discuss, get a firm handle on, and make informed decision on important issues, instead of finding ourselves in a position where we must make a decision before we've digested all the relevant info.

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

- The commitment of the College to student success.
- Progress of bond projects.
- Relations with surrounding communities.
- The trust among the Board Members that enables the various Board committees to move forward with important projects which produces positive results to accomplish the College goals.

- The excellent work of the campus CEO Screening Committee with the assistance of the PPL.
- Our accreditation status and our commitment to be being the best community college in the nation.
- My contributions as a Trustee are considered and have a favorable impact.
- The amount and different types of support we provide for students.

5. As a Trustee, I have concerns about:

- The declining relationship with Faculty.
- Alpina agreement.
- Creating sustainable and fair agreements with bargaining units.
- The new CEO's adaptation to the Mt. SAC campus.
- Negotiations with faculty & labor unions.
- The uncertainty of funding formula due to the post-pandemic state budget.
- The balancing of credit vs. non-credit operations due to statewide low-enrollment challenges.
- ALPINA deal.
- Working through difficult negotiations matters with our collective bargaining units that may lead to a climate of mistrust.
- Hiring a new president and closing the achievement gap.

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

- More advance time to review personnel changes at the management level.
- More closed session discussions relating to major campus projects.
- Pay additional attention to the direction of the credit operation due to the statewide K-12 overall low-enrollment and to see the need for revising the College's mission.
- Reviewing of Board Policies closely, particularly relating to personnel & major organizational changes and matters relating to fiscal condition.
- I would like for us to see what we can do to shorten our regular Board Meetings, leaving some of the more engaged discussions for either retreats, or making effective use of ad hoc sub-committees. Also, it should not take three hours to get to the Consent agenda.
- Board Meeting agenda reform. Board Meetings are far too long - averaging 5 hours. Board President work with President/CEO on recommendations such as staff reports submitted in writing and limit amount of time on staff/board reports. Greatest concern is that critical agenda discussion and action is taken very late in the evening when Board Members are tired and not at their best.
- Create more opportunities for Board Members to discuss important issues after thoroughly reviewing ALL pertinent information so we can truly make informed decisions.

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

- Be more flexible on salary negotiations.
- Continue the effort of “diversity hiring” with DEI initiative to achieve the reflection of our student population.
- Assist and ensure the successful transition of the new CEO.
- Maintain a balanced budget, whatever that takes, including preservation and improvement of the fiscal stability of the institution to overcome the challenges of the “new normal” after the pandemic.
- Establish a strong Government Relations unit under the new CEO, either by retaining outside professionals or a capable in-house person to achieve an effective working relationship with the local/state/federal agencies and elected officials.
- Mt. SAC Foundation’s plan for increasing donations.
- Identifying what it means to be a Hispanic Serving Institution.
- Ensuring our policies reflect diversity, equity, inclusion, social justice, and anti-racism.
- Effective transition of a new CEO.
- Reach mutually agreed upon labor contracts with all representative units, especially faculty union.
- President/CEO transition smooth and effective internally within campus and externally within district community.
- A Board subcommittee be formed to reform meeting agenda to ensure public discourse, adequate reporting and effective discussion and action on agenda items.
- Ensuring that our students have an opportunity to get jobs created by our construction bonds.

8. Additional Comments:

- I love Mt SAC!