

## Evaluation – President/CEO Bill Scroggins, Spring 2014

<b>Compilation: Community (9 Responses)</b>			Expectations and/or Objectives			
			Exceeds	Meets	Did not meet	Do not know
<b>Issues</b>						
<b>Institutional Performance</b>						
1		Institution is making progress toward its goals.	9			
		Comments: <ul style="list-style-type: none"> <li>• Mt. SAC is one of the most respected and emulated community college districts in California.</li> <li>• Fiscal stability and key staff hires are examples of the benefits of focusing on the important issues.</li> <li>• Bill sees the bigger picture and is an expert at connecting the needs/issues of the community to his college.</li> <li>• Relative to the State of California economy, capital improvements appear to be on or close to targets. Doing a good job meeting students' needs.</li> </ul>				
2		Institution is meeting the legal, prudent, and ethical standards established as policy.	5	1		2
		Comments: <ul style="list-style-type: none"> <li>• Openness, monthly reports to the community, accessibility are examples that demonstrate a high ethical behavior.</li> <li>• This has always been a high priority between administration and the Board of Trustees.</li> </ul>				
<b>Relationship with the Governing Board</b>						
1		Provides adequate information on College operations and programs.	6	1		2
		Comments: <ul style="list-style-type: none"> <li>• A well-informed Board with great lines of communication between Board and Senior Staff.</li> <li>• My score is based on the monthly reports provided to the community...based on this data, I assume that the information to the Board is equally informative and exceeds the norm.</li> </ul>				

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		<ul style="list-style-type: none"> <li>Communication between the President and Board of Trustees as well as they communities serviced by Mt. SAC has been excellent.</li> </ul>				
	2	Provides accurate and complete information on College operations and programs.	6	1		2
		Comments: <ul style="list-style-type: none"> <li>Stakeholder groups are well informed.</li> <li>Very high marks on this topic...great job and the best of all the college presidents I have known over the past 40 years.</li> <li>I do not know of any problems in this area. There are several sources one can go to for data or events. I never lack information concerning special programs.</li> </ul>				
	3	Offers professional advice to the Board on items requiring Board action with recommendations based upon thorough study and analysis and sound educational principles.	4	1		4
		Comments: <ul style="list-style-type: none"> <li>On areas that I can see, very thoughtful in the presentations.</li> <li>Bill always uses data to drive his decisions.</li> <li>I am not a trustee or a member of the staff. The comments I hear from those that have a direct of firsthand relationship with the president are very pleased with this relationship.</li> </ul>				
	4	Carries out Board policies in a conscientious manner.	6	1		2
		Comments: <ul style="list-style-type: none"> <li>Working with the president on committees and attending many functions, it appears he deserves high marks for his approach to leading the College.</li> <li>Based on my limited experience with the trustees, I would have to believe the president has a firm understanding of board policies and follows them in every way possible.</li> </ul>				
	5	Seeks and accepts constructive criticism of his work.	5			3
		Comments: <ul style="list-style-type: none"> <li>He is well informed and holds strong opinions; but, I have found the president willing to listen on any issue. As I have not offered criticism, I do not know how well he would accept that; however, his openness suggests a willingness to be a good listener.</li> <li>I have had numerous frank and difficult discussions with Bill, and he always keeps a cool head and looks for solutions.</li> <li>I do not have exposure to this issue, but, again, believe the president invites other ideas that may or may not conflict with his.</li> </ul>				

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6	Supports Board policy and actions to the public and staff.	8			1
	Comments: <ul style="list-style-type: none"> <li>From my point of view, he exceeds in this area.</li> <li>The president is always very supportive of Board action and policies within Mt. SAC communities.</li> </ul>				
7	Communicates with the President of the Board and other members of the Board quickly and in a proper forum.	1	1		6
	Comments: <ul style="list-style-type: none"> <li>Again, I am not a trustee, so cannot respond to this question.</li> </ul>				
8	Accurately represents the position of the Board in public statements.	6	1		2
	Comments: <ul style="list-style-type: none"> <li>He represents the College and the Board well.</li> <li>I have not heard of a single occasion where the president has been criticized for misrepresenting the Board's position on any issue.</li> </ul>				
9	Communicates directly with Board members to resolve any differences of opinion.	2			6
	Comments: <ul style="list-style-type: none"> <li>I am not able to answer this one since I am not a trustee.</li> </ul>				
10	Fosters Board teamwork and common purpose.	9			
	Comments: <ul style="list-style-type: none"> <li>The president promotes teamwork at all levels of the Mt. SAC network of managers or programs.</li> </ul>				
<b>State, Public, and Community Relations</b>					
1	Ensures that College programs responsibly meet changing social and economic needs in the community.	9			
	Comments: <ul style="list-style-type: none"> <li>Difficulty is with having enough budget, classroom space, and faculty to meet the growing needs of the community. Often hear it is difficult to get classes at Mt. SAC.</li> <li>His inclusiveness is a demonstration of this.</li> <li>Bill is the most active president in the Los Angeles region on issues related to connecting to business and industry.</li> <li>Serving on community college committees outside of Mt. SAC gives him a relatively clear picture of what to expect well into the future.</li> </ul>				

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2	Communicates the state of the College to community groups/individuals, state agencies, and state offices in an honest and positive manner.	8			1
	Comments: <ul style="list-style-type: none"> <li>• Publishes excellent newsletters and messages to the community. Easy to read and understand. Projects a very positive image of the College.</li> <li>• Again, his monthly reports are a good example.</li> <li>• Excellent written reports.</li> <li>• Does an excellent job describing to those he speaks to what changes must be made and why. Also, he has a good understanding of funding and its impact on a community college.</li> </ul>				
3	Encourages community involvement in and contribution to College activities.	8	1		
	Comments: <ul style="list-style-type: none"> <li>• His outreach to the community is well done.</li> <li>• As an outside partner, was pleased to be included in invitations to important College events.</li> <li>• From my experience, this is one of the president's strong suits. He encourages community members to visit the campus as a starting point.</li> </ul>				
4	Works to develop good relations with the news media and other public relations vehicles within the community.	6	1		2
	Comments: <ul style="list-style-type: none"> <li>• He works well with his excellent PR staff.</li> <li>• Probably the best example would be his working relationship with the unions we work with. The news media has not been critical of Mt. SAC management.</li> </ul>				
5	Works effectively with local public and private agencies.	6	1		2
	Comments: <ul style="list-style-type: none"> <li>• As a consulting business supporting small business development, the president's office has been very supportive.</li> <li>• He is an excellent partner as we work on regional issues related to career technical education.</li> <li>• I have very limited exposure in this area, but, where I have seen him in action with the public and private sectors, the outcomes have always been positive.</li> </ul>				

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6	Represents needs of the College to appropriate federal and State-level agencies.	3	1		4
	Comments: <ul style="list-style-type: none"> <li>Have witnessed being effective in statewide meetings.</li> <li>I do not see the representation made at these levels, but have to believe they are all well thought out and based on realities.</li> </ul>				
7	Encourages involvement from and respects all constituencies, and gives issues a fair consideration.	8			1
	Comments: <ul style="list-style-type: none"> <li>Has not only an excellent ability to answer and address the concerns of constituents, but also exhibits keen sense of awareness and ability to anticipate and address concerns. He respects the communities' concerns and addresses them sincerely, without minimization, patronization, etc. Very, very professional.</li> <li>The number of citizen committee is a good example of this area.</li> <li>I appreciate when I call or email, he responds and gives thoughtful comments and is willing to dialogue.</li> <li>The input I receive from a variety of people or constituencies is that the president is very open-minded and invites ideas and/or recommendations on a regular basis.</li> </ul>				
8	Encourages and assists colleagues with the community and College system.	4	1		3
	Comments: <ul style="list-style-type: none"> <li>Continuous outreach is a good example.</li> <li>I am not able to respond to this subject other than from my personal experience. When I present him with a question or concern, he responds immediately.</li> </ul>				
9	Exemplifies the values of the College in his personal and professional lives.	7			2
	Comments: <ul style="list-style-type: none"> <li>In interactions with the Citizens Oversight Committee, President Scroggins exemplifies the values of the College and feel he "is" the College by way of example and the way that he carried himself professionally.</li> <li>He presents himself as a professional.</li> <li>He is a very effective speaker for community colleges and for education, in general.</li> </ul>				

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10	Is informed about developments in education and, particularly, community colleges.	8	1		
	Comments: <ul style="list-style-type: none"> <li>• He understands the issues well.</li> <li>• Bill is on the cutting edge of issues related to education, workforce development, economic development, and community college issues in general.</li> <li>• Very well informed.</li> <li>• Thanks to the e-mails I receive from the president, I have a much better understanding of the direction of our community colleges and why certain changes must take place.</li> </ul>				
<b>Faculty, Staff, and Administrative Relations</b>					
1	Develops and executes sound personnel procedures and practices.	4	1		4
	Comments: <ul style="list-style-type: none"> <li>• He is very focused on performance, which begins with sound execution of procedures that are measurable and clearly understood.</li> </ul>				
2	Encourages good staff morale and loyalty to the organization.	7			2
	Comments: <ul style="list-style-type: none"> <li>• Appearance and input from staff suggest he does a good job in this area.</li> <li>• Very concerned about morale and this played a strong role in his recent union negotiations.</li> </ul>				
3	Treats all personnel fairly, without favoritism or discrimination.	4			5
	Comments: <ul style="list-style-type: none"> <li>• There is no doubt in my mind that all personnel are treated favorably regardless of the subject or position taken on an issue.</li> </ul>				
4	Delegates authority to staff members appropriate to the position each holds.	3	1		4
	Comments: <ul style="list-style-type: none"> <li>• This is not something I can respond to for lack of exposure.</li> </ul>				
5	Encourages participation of appropriate staff members and groups in planning, procedures, and policy interpretation.	3	2		3
	Comments: <ul style="list-style-type: none"> <li>• In our regional work together, Bill is always seeking additional partners that can add to the conversation to improve the community college system.</li> <li>• This is not something I can respond to for lack of exposure.</li> </ul>				

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6	Exercises good judgment in dealing with sensitive issues between people and groups.	6	1		2
	Comments: <ul style="list-style-type: none"> <li>• Yes, based on meetings I have attended.</li> <li>• Bill has been a sounding board this past year for very difficult and controversial issues in the region. He consistently offered excellent advice.</li> <li>• I find him to be very careful about responding to most issues, especially sensitive issues. He believes in doing his homework first.</li> </ul>				
7	Gives recognition due to staff, faculty, and administrative accomplishments.	4	1		4
	Comments: <ul style="list-style-type: none"> <li>• I constantly read about recognition he expresses about student and staff performance.</li> </ul>				
8	Provides leadership in implementing an evaluation process for members of the College team.	3	1		4
	Comments: <ul style="list-style-type: none"> <li>• I do not have the background with this process to comment.</li> </ul>				
9	Provides leadership in developing a recruiting and hiring process which results in employing highly qualified personnel who meet the needs of the students.	6			3
	Comments: <ul style="list-style-type: none"> <li>• As evidenced by positions filled.</li> <li>• Been impressed with quality of personnel.</li> <li>• His primary concern is the students and meeting their needs. With this as his goal, it only makes sense that hiring the right people is vital.</li> </ul>				
10	Provides leadership for the professional development of College staff.	6			3
	Comments: <ul style="list-style-type: none"> <li>• From comments I received, his leadership with college staff is superb.</li> </ul>				
11	Represents the interests of the District fairly and forthrightly in collective bargaining.	2	1		6
	Comments: <ul style="list-style-type: none"> <li>• From all appearances, negotiations have been constructive and completed in a timely manner.</li> </ul>				

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<b>Institutional Leadership</b>						
1	Possesses a vision, assists the Board in establishing goals for the District, and provides leadership for others to progress toward the vision and goals.	5				3
	Comments: <ul style="list-style-type: none"> <li>• He articulates the vision on a regular basis and at all community functions.</li> <li>• Visionary.</li> <li>• I am not able to respond to this statement. The president does have a vision for Mt. SAC and would imagine he helps or supports the Board and others.</li> </ul>					
2	Solicits and fosters support for ideas and change within the District.	7	1			1
	Comments: <ul style="list-style-type: none"> <li>• Based on my personal dealings.</li> <li>• He is a very strong advocate of the community college system and Mt. SAC, in particular. He promotes Mt. SAC whenever possible.</li> </ul>					
3	Communicates well the state of the College and specific positions of the District with faculty, staff, and students.	7				2
	Comments: <ul style="list-style-type: none"> <li>• Formal reports, mailings, electronic mail are examples of the tools he uses to accomplish this.</li> <li>• Based on my experience and/or involvement with the president, communication is his strongest asset, and I have to believe this is true when faculty, staff, and students are involved.</li> </ul>					
4	Promotes esprit de corps and group identity within the campus community.	5				4
	Comments: <ul style="list-style-type: none"> <li>• I believe he is very focused on diversity on campus and promotes a common campus theme that any and all groups will support.</li> </ul>					
5	Willingly discusses the rationale of leadership's actions and decisions.	6				3
	Comments: <ul style="list-style-type: none"> <li>• No subject has ever been "off limits." I always feel free to ask anything and always get an answer. While it might not be the answer I want or expect, it is always respectful and insightful.</li> <li>• Again, communication is his strength and presenting leadership actions, and the rationale for these actions is probably very common in the day-to-day management process for the president.</li> </ul>					



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6	Maintains and supports the value of excellence and quality within the institution.	8			1
	Comments: <ul style="list-style-type: none"> <li>An excellent institution.</li> <li>This is clearly expressed by the president whenever I am within hearing distance of discussions or presentations on Mt. SAC. He constantly acknowledges the great performance of many students.</li> </ul>				
7	Understands state trends and decisions and keeps others informed of their impact on the College.	8	1		
	Comments: <ul style="list-style-type: none"> <li>Bill is in the forefront of tracking trends and leads others in providing information and engaging in the conversation.</li> <li>He not only understands State trends and community colleges of the future, but he also sends out an e-mail report making many in our communities very aware of these trends and funding issues.</li> </ul>				
8	Understands and keeps informed about cogent aspects of College programs.	6	1		2
	Comments: <ul style="list-style-type: none"> <li>He not only understands State trends and community colleges of the future, but he also sends out an e-mail report making many in our communities very aware of these trends and funding issues.</li> </ul>				
9	Encourages and promotes long-term planning consistent with institutional needs.	7			1
	Comments: <ul style="list-style-type: none"> <li>Monthly reports reflect this.</li> <li>Long-term planning is consistent with State educational trends and student needs.</li> </ul>				
10	Works to empower those within the College to achieve goals and objectives and develop their potential and supports them in their efforts to accomplish agreed-upon changes.	3			5
	Comments: <ul style="list-style-type: none"> <li>I am not able to respond since I am not on the Mt. SAC staff.</li> </ul>				
11	Promotes curricular changes in response to student and community needs and interests.	4	1		4
	Comments: <ul style="list-style-type: none"> <li>Bill understands the role of faculty and needs of the community. He navigates that balance by encouraging data-driven decisions.</li> </ul>				

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		<ul style="list-style-type: none"> <li>This is an ongoing process based on input from the State, other educational institutions, commerce and industry, and students.</li> </ul>				
12		Identifies and analyzes problems and issues confronting the institution and recommends and implements appropriate changes and directions.	6	2		1
		Comments: <ul style="list-style-type: none"> <li>With his science background, he clearly approaches issues based on analysis, understanding, and options.</li> <li>Does this well in his monthly report.</li> <li>With his involvement within the community college system and State educational programs, he has a good understanding of what needs to be done.</li> </ul>				
13		Provides for involvement of students in decision-making with affects them.	4			5
		Comments: <ul style="list-style-type: none"> <li>Students are always considered a great source of or for student needs. This involvement is a big part of the president's planning process.</li> </ul>				
<b>Personal Qualities</b>						
1		Is well organized and efficient in accomplishment of objectives.	8	1		
		Comments: <ul style="list-style-type: none"> <li>The president appears to be very organized and efficient. He is very good at multi-tasking.</li> </ul>				
2		Is willing to re-evaluate and re-make decisions, if necessary.	4	1		3
		Comments: <ul style="list-style-type: none"> <li>Again, I am not able to respond to this statement.</li> </ul>				
3		Promotes participation and exhibits respect for all groups in the decision-making process.	7			2
		Comments: <ul style="list-style-type: none"> <li>Promotes participation by all groups. ; I have never heard him make a negative comment about any group of students. He is more focused on helping students get the very best out of their effort.</li> </ul>				

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4	Encourages the development of ideas and open communication within the College community, including students.	4			5
	Comments: • I believe he does reach out to staff, Board of Trustees, and students to develop ideas.				
5	Maintains high standards of ethics, honesty, and integrity in all personal and professional matters.	9			
	Comments: • A person of real integrity. • Very much of what he promotes at Mt. SAC and personally contains a common theme of high ethical standards and integrity.				
6	Maintains his professional development.	7			2
	Comments: • Yes.				
7	Demonstrates accuracy and clarity in written and verbal modes.	9			
	Comments: • Reports and messaging are good examples. • He is always articulate and gets right to the point. • His presentations are always well thought out and organized. His message is very clearly stated.				
8	Shows sensitivity to those affected by decisions.	6			3
	Comments: • He frequently expresses serious concern for students' needs and being able to meet this challenge. Favorable student outcomes is at the top of his list of goals.				
9	Makes sound, logical decisions, even under stress.	5	1		3
	Comments: • I have not seen him stressed out regardless of the issues. He seems to be able to work well under stress, which leads to sound or logical decisions.				
<b>Budgetary and Fiscal Management</b>					
1	Provides sound fiscal management including the ability to address budgetary matters in a way that achieves more efficient and effective use of resources.	6	1		2
	Comments: • Solid budget at Mt. SAC.				

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		<ul style="list-style-type: none"> <li>Since State funding is very inconsistent, managing a large public institution can be fiscally difficult. He participates in educational organizations, State-sponsored forums and communicates well with his staff and especially well with the CFO/Business VP. Based on this input, he has been able to deal with budget issues.</li> </ul>				
	2	Develops and supports appropriate strategies for attracting funds to the institution.	5			3
		Comments: <ul style="list-style-type: none"> <li>Bill has positioned the College as a leader in the region.</li> <li>I am not able to respond to this one. He is working with the Foundation to produce more donor funds.</li> </ul>				
	3	Comprehends and evaluates fiscal and budgetary matters and provides concise analyses of financial standing.	6	1		2
		Comments: <ul style="list-style-type: none"> <li>He does comprehend financial matters and seems to make good budgetary decisions.</li> <li>Since State funding is very inconsistent, managing a large public institution can be fiscally difficult. He participates in educational organizations, State-sponsored forums and communicates well with his staff and especially well with the CFO/Business VP. Based on this input, he has been able to deal with budget issues.</li> </ul>				
	4	Possesses good understanding of the institution's financial needs and communicates them clearly.	8			1
		Comments: <ul style="list-style-type: none"> <li>Since State funding is very inconsistent, managing a large public institution can be fiscally difficult. He participates in educational organizations, State-sponsored forums and communicates well with his staff and especially well with the CFO/Business VP. Based on this input, he has been able to deal with budget issues.</li> </ul>				
	5	Promotes greater College-wide understanding of finance as it affects the institution.	7	1		1
		Comments: <ul style="list-style-type: none"> <li>Does a good job communicating with all departments. The fiscal challenges and how they can effect each department is important knowledge for all concerned based on my limited experience with the president.</li> </ul>				

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6	Relates the budget priorities to the College Mission, Goals, and long-range planning.	6	1		2
	Comments: <ul style="list-style-type: none"> <li>The planning process includes funding expectations. Budgetary priorities are established by this president with input from staff, students, and the Board of Trustees.</li> </ul>				
<b>Personal Qualities</b>					
1	<p>What accomplishments are especially noteworthy?</p> <ul style="list-style-type: none"> <li>I think you are the first in eight presidents I either worked under/with (1963-2014) who ever sent such a self-evaluation and/or requested an evaluation from others. I personally admire you for doing that. Before retiring, I always learned something positive from such student/teacher evaluations and sometimes got even a tongue lashing from an anonymous irate student (usually easily pinpointed). Over all your years in the profession, you can probably appreciate that.</li> <li>I consider you one of the strongest and most involved of our presidents, but understand I am not at the College anymore as a teacher but as one involved in various outreach programs...the Cross Country Invitational, Mt. SAC Relays, the LA-84 Foundation partnership and programs, and, of course, our efforts to get the Mt. SAC Heritage Hall constructed after so many years of trying. None of these programs could survive without the cooperation and support of our president. They have and flourished under your leadership, and I thank you for that.</li> <li>It has been a real pleasure working with your Grants office staff for the past two years. They, and those in the Kinesiology Division are just two good examples of how many in your administration work so well together and support each other and others.</li> <li>Outstanding representative of the College in the greater community.</li> <li>The President has demonstrated his commitment to developing staff members to reach their maximum potential toward the betterment of the College.</li> <li>He continues to lead by example on a day-to-day basis.</li> <li>The quality of building, the prioritization of capital projects, and the ability to keep the projects on track, on time, on budget. President Scroggins is articulate, well-versed on capital financing and bonds, and patient with the diverse culture and backgrounds of the Citizens Oversight Committee. He seems to always take into account each constituent group's concerns and needs when addressing the committee.</li> <li>Instituting the monthly reporting to the community has been the key driver allowing him to provide the factual status, but also insights on all aspects of operating the College.</li> <li>Quality key hires.</li> <li>Leadership in developing the Foundation into an effective outreach and donor program.</li> <li>He co-chairs the Los Angeles and Orange County Regional Consortia Steering Committee.</li> <li>Solid leadership for an outstanding college.</li> <li>The adjustments that had to be made based on an ever-changing funding process, thanks to the State of California. There were some increases that allowed Mt. SAC to grow some programs like the Disabled Student programs and services. Apparently, additional funding increases are in the 2014-15 budget.</li> </ul>				

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	<ul style="list-style-type: none"> <li>• I am very excited about offering BA degrees at the community college level. Our president has been involved in this project at the State level and has some interesting insight.</li> <li>• As usual, Mt. SAC students have won several national awards for outstanding performance in many categories.</li> <li>• The many building projects that have been completed and put to use as well as those to be built produce a very exciting campus environment. They also present students with much improved teaching and learning capability.</li> <li>• I also appreciate the effort on the part of Mt. SAC to educate students who come to us unprepared for college. This special program is very important since many new students are lacking knowledge in one or more critical areas.</li> </ul>
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2	<p>What specific tasks or programs need to be addressed in the next 12 months?</p> <ul style="list-style-type: none"> <li>• I think your reliance on Mike Gregoryk in what appears to be “lone” decision-making when it involves finances and public relations. I believe such has hurt the College some. An example being his ties with the relatively new campus concessioners have hurt some long-standing relationships with the College, such as In-N-Out, Pepsi, Robeks, and others. It has been and remains important that we be aware of maintaining strong friendships with those in the community who have stood with the College over the years. There must be communication with those on campus directly involved in the various programs of the College. That line of communication is important to overall success, and to good moral on campus, to be included and not excluded from decision-making remains important!</li> <li>• Continue the implementation of the Strategic Plan that is in place for the growth of Mt. SAC.</li> <li>• Parking structure.</li> <li>• Programs that lower the cost of attending the school...every qualified student should be able to obtain an education without incurring student debt – suggest this be developed using grants, donations, special scholarships, and partnerships with businesses.</li> <li>• Develop a closer relationship with the business community in the Mt. SAC service area to ensure the curriculum answers the needs of business so ‘if you teach, we will hire’...key business needs to be a full partner in this process.</li> <li>• Funding/budgets – needed to build programs within the school year.</li> <li>• New capital improvement bonds to complete the upgrades or campus modernization plan.</li> <li>• Expand the Foundation’s effort to attract larger donations. Naming rights for new buildings may be a vehicle to attract larger donors. A campus tour for invited guests conducted by the president may attract more community donors.</li> <li>• Expand the offsite automated educational system where we have more demand than supply.</li> <li>• Continue to develop a BA degree program for certain high-demand professionals like nursing, computer sciences, and others.</li> </ul>
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		<ul style="list-style-type: none"><li>• Expand the business/Mt. SAC/student partnerships. Students seem to do better when they have some “hands on” involvement using skills they learned in college.</li></ul>
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