

Evaluation – President/CEO Bill Scroggins, Spring 2014

Compilation: Managers (7 Responses)			Expectations and/or Objectives			
			Exceeds	Meets	Did not meet	Do not know
Issues						
Institutional Performance						
1		Institution is making progress toward its goals.	4	3		
		Comments: <ul style="list-style-type: none"> The new strategic plan will further help us to be able to articulate this achievement better. The PIE process is helping with this to some degree. Will we ever give ourselves a score or evaluation of how well we are meeting our goals? 				
2		Institution is meeting the legal, prudent, and ethical standards established as policy.	5	2		
		Comments: <ul style="list-style-type: none"> Dr. Scroggins has done a good job of balancing compliance with legal standards with common sense judgment and needs of the College. 				
Relationship with the Governing Board						
1		Provides adequate information on College operations and programs.	5	1		1
		Comments: <ul style="list-style-type: none"> Bill reports to the employees, sharing of Cabinet Notes, weekly open forums with students, and monthly community reports are excellent vehicles for keeping all constituencies informed. Board and Cabinet notes distribution are very helpful in informing the College about operations, new developments, and things to watch at the State level. 				
2		Provides accurate and complete information on College operations and programs.	4	3		
		Comments: <ul style="list-style-type: none"> Still love your Board and Cabinet notes. Still freaks me out that whatever I write could end up for the world to read via your notes. 				

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3	Offers professional advice to the Board on items requiring Board action with recommendations based upon thorough study and analysis and sound educational principles.	1	1		5	
	Comments: <ul style="list-style-type: none"> Bill shines here in keeping the Board informed of issues and the pros/cons of each decision. His recommendations are thoughtful and fully vetted. This enables them to make informed, justifiable policy decisions. He truly is skilled in guiding – not directing – the trustees. Assures that Board items have been vetted among all stakeholders for clarity and context. 					
4	Carries out Board policies in a conscientious manner.	3	2		2	
	Comments:					
5	Seeks and accepts constructive criticism of his work.	2	5			
	Comments: <ul style="list-style-type: none"> No one takes joy in telling the emperor he has no clothes. But Bill provides that comfort level for staff to be candid about his decisions and methods that may be deemed questionable. That's a good leader! A college-wide evaluation is a clear indication of openness to comments. You are willing to listen to new ideas even though you have a strong perspective on where things should be going. You sometimes even take the new ideas and re-work them into better ideas. My experience is that he is open to feedback/discussion and will reconsider decisions. 					
6	Supports Board policy and actions to the public and staff.	4	2		1	
	Comments:					
7	Communicates with the President of the Board and other members of the Board quickly and in a proper forum.		1		6	
	Comments: <ul style="list-style-type: none"> I can only assume; so, that's Bill's MO. 					
8	Accurately represents the position of the Board in public statements.	1	2		4	
	Comments: <ul style="list-style-type: none"> Even when he differs with the decision. 					

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9	Communicates directly with Board members to resolve any differences of opinion.		1		6
	Comments: <ul style="list-style-type: none"> I can assume this is the case. Based on my experiences with him, I would assume so, but I have no direct knowledge. 				
10	Fosters Board teamwork and common purpose.	1	4		2
	Comments: <ul style="list-style-type: none"> Yes, his study sessions, retreats, and closed-session forums with them fosters this type of teamwork. The Board seems to work together well and have common goals. Based on dynamics at Board meetings, my sense is that he is meeting or exceeding this standard. 				
State, Public, and Community Relations					
1	Ensures that College programs responsibly meet changing social and economic needs in the community.	4	3		
	Comments: <ul style="list-style-type: none"> Tends to be an early implementer. Examples include S Equity, CC Bachelor's Degree in CTE, and AB86 Adult Ed Consortia updates. 				
2	Communicates the state of the College to community groups/individuals, state agencies, and state offices in an honest and positive manner.	3	4		
	Comments: <ul style="list-style-type: none"> Consistently positive even when communicating difficult news. 				
3	Encourages community involvement in and contribution to College activities.	2	4		1
	Comments:				
4	Works to develop good relations with the news media and other public relations vehicles within the community.	1	6		
	Comments: <ul style="list-style-type: none"> Bill conducts editorial boards, which give editors and beat reporters deeper insight into the issues and challenges of community colleges and Mt. SAC, in particular. He also accepts all interview requests that are recommended by his media team and encourages other opportunities. 				
5	Works effectively with local public and private agencies.	1	5		1
	Comments: <ul style="list-style-type: none"> My first-hand experience of this is somewhat limited. 				

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6	Represents needs of the College to appropriate federal and State-level agencies.	3	3		1
	Comments: <ul style="list-style-type: none"> • Dr. Scroggins devotes time and energy to representing Mt. SAC and community colleges in various capacities. • Strong advocate for the College and for students. 				
7	Encourages involvement from and respects all constituencies, and gives issues a fair consideration.	2	5		
	Comments: <ul style="list-style-type: none"> • As mentioned, he is very open to discussion and consideration of an issue. Although his opinions are often strongly express, my experience is that he is very willing to change his opinion based on new information or perspectives. 				
8	Encourages and assists colleagues with the community and College system.	1	5		1
	Comments:				
9	Exemplifies the values of the College in his personal and professional lives.	2	5		
	Comments:				
10	Is informed about developments in education and, particularly, community colleges.	6	1		
	Comments: <ul style="list-style-type: none"> • Bill stays informed and abreast of emerging issues and constantly looks prospectively for trends that may affect the College and the system. • Your depth of knowledge is impressive and very much key to helping the College excel. • Exemplifies wide and current knowledge in these areas. • Evident in weekly Cabinet reports, etc. 				
Faculty, Staff, and Administrative Relations					
1	Develops and executes sound personnel procedures and practices.	4	3		
	Comments: <ul style="list-style-type: none"> • Dr. Scroggins is willing to listen to issues when they come up and follow procedures fairly. 				

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2	Encourages good staff morale and loyalty to the organization.	4	3		
	Comments: <ul style="list-style-type: none"> • He's the College cheerleader! • Dr. Scroggins came in at a difficult time and has been able to maintain a positive attitude, which helps general morale. • He has, on more than one occasion, given me the support I needed to do the right thing in spite of likely pushback from unhappy staff. 				
3	Treats all personnel fairly, without favoritism or discrimination.	2	3		1
	Comments: <ul style="list-style-type: none"> • I wouldn't know this for sure; but, in my interactions and observations, this appears to be an applicable statement. 				
4	Delegates authority to staff members appropriate to the position each holds.	2	4		1
	Comments:				
5	Encourages participation of appropriate staff members and groups in planning, procedures, and policy interpretation.	3	4		
	Comments: <ul style="list-style-type: none"> • Groups that have been convened do not rely solely on position, but also a staff member's expertise. 				
6	Exercises good judgment in dealing with sensitive issues between people and groups.	1	5		1
	Comments:				
7	Gives recognition due to staff, faculty, and administrative accomplishments.	4	3		
	Comments: <ul style="list-style-type: none"> • Bill's institution of the Presidential Awards, reviving of VOICES, and in-kind/financial support of the Classys and other programs speak highly of his support of employee recognition initiatives. These efforts boost employee morale and productivity and encourage innovation and initiative. 				
8	Provides leadership in implementing an evaluation process for members of the College team.	2	4	1	
	Comments:				

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9	Provides leadership in developing a recruiting and hiring process which results in employing highly qualified personnel who meet the needs of the students.	2	5		
	Comments: <ul style="list-style-type: none"> • Bill only wants the best and brightest and has ordered a revamping of our hiring processes. • This is starting to show improvement with new staff in the Human Resources department. 				
10	Provides leadership for the professional development of College staff.	4	3		
	Comments: <ul style="list-style-type: none"> • Bill has hired a manager of this function, which demonstrates strong support. He also encourages managers to encourage staff to take advantage of development opportunities and to provide them the time to do so. • Under the leadership of Dr. Scroggins, a visible “re-activation” of professional development is taking place. 				
11	Represents the interests of the District fairly and forthrightly in collective bargaining.	3	2		2
	Comments: <ul style="list-style-type: none"> • I can only assume so. • Fair to all constituents. 				
Institutional Leadership					
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.	4	2		1
	Comments: <ul style="list-style-type: none"> • Vision is one of his particular strengths. 				
2	Solicits and fosters support for ideas and change within the District.	4	3		
	Comments: <ul style="list-style-type: none"> • Bill is an innovator and highly encourages it across the institution. 				
3	Communicates well the state of the College and specific positions of the District with faculty, staff, and students.	4	3		
	Comments: <ul style="list-style-type: none"> • 				
4	Promotes esprit de corps and group identity within the campus community.	3	4		
	Comments: <ul style="list-style-type: none"> • He’s the head cheerleader! 				

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5	Willingly discusses the rationale of leadership's actions and decisions.	2	5		
	Comments:				
6	Maintains and supports the value of excellence and quality within the institution.	5	2		
	Comments:				
	<ul style="list-style-type: none"> Dr. Scroggins clearly considers Mt. SAC to be a leader in academics and other areas and promotes the College in that way. 				
7	Understands state trends and decisions and keeps others informed of their impact on the College.	6	1		
	Comments:				
	<ul style="list-style-type: none"> Excellent grasp of this! Particularly strong on this. 				
8	Understands and keeps informed about cogent aspects of College programs.	4	3		
	Comments:				
	<ul style="list-style-type: none"> Willing to listen to front-line staff about issues they are experiencing. 				
9	Encourages and promotes long-term planning consistent with institutional needs.	4	3		
	Comments:				
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.	4	2		1
	Comments:				
11	Promotes curricular changes in response to student and community needs and interests.	3	3		1
	Comments:				
12	Identifies and analyzes problems and issues confronting the institution and recommends and implements appropriate changes and directions.	4	3		
	Comments:				
	<ul style="list-style-type: none"> This was particularly true; for example, while we were going through the cuts from the recession. 				
13	Provides for involvement of students in decision-making with affects them.	1	5		1
	Comments:				

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Personal Qualities						
1	Is well organized and efficient in accomplishment of objectives.	5	2			
	Comments:					
2	Is willing to re-evaluate and re-make decisions, if necessary.	2	5			
	Comments:					
	<ul style="list-style-type: none"> Bill can be persuaded with facts and data; but, when his mind is made up, that's it! 					
3	Promotes participation and exhibits respect for all groups in the decision-making process.	5	2			
	Comments:					
4	Encourages the development of ideas and open communication within the College community, including students.	4	3			
	Comments:					
5	Maintains high standards of ethics, honesty, and integrity in all personal and professional matters.	5	2			
	Comments:					
	<ul style="list-style-type: none"> He has earned my trust and respect. 					
6	Maintains his professional development.	4				3
	Comments:					
7	Demonstrates accuracy and clarity in written and verbal modes.	4	3			
	Comments:					
	<ul style="list-style-type: none"> Very much so, appreciate the information he sends out updating the College on discussions at higher levels and across the state. Occasionally vision and enthusiasm will run a bit ahead of reality, in initial communications, which can raise anxiety and pushback at times from interest groups. 					
8	Shows sensitivity to those affected by decisions.	2	5			
	Comments:					
9	Makes sound, logical decisions, even under stress.	3	3			1
	Comments:					

Budgetary and Fiscal Management						
1	Provides sound fiscal management including the ability to address budgetary matters in a way that achieves more efficient and effective use of resources.	4	3			
	Comments: <ul style="list-style-type: none"> This was a quality that was needed during the budget “down time” when Dr. Scroggins was hired, and will be needed when funding starts to get restored. 					
2	Develops and supports appropriate strategies for attracting funds to the institution.	3	4			
	Comments: <ul style="list-style-type: none"> Bill is always on the lookout for supplemental operating revenue and grants to support the College Mission and key initiatives. 					
3	Comprehends and evaluates fiscal and budgetary matters and provides concise analyses of financial standing.	5	2			
	Comments: <ul style="list-style-type: none"> His capacity to remember budget details is frankly a bit scary. 					
4	Possesses good understanding of the institution’s financial needs and communicates them clearly.	5	2			
	Comments:					
5	Promotes greater College-wide understanding of finance as it affects the institution.	3	4			
	Comments:					
6	Relates the budget priorities to the College Mission, Goals, and long-range planning.	3	4			
	Comments:					
Personal Qualities						
1	What accomplishments are especially noteworthy? <ul style="list-style-type: none"> Solidifying the College’s financial stability. Making substantial investments in staffing resources and professional development. Supporting strategies to increase international student enrollment and engagement. Updating the campus facilities master plan and developing a clear and feasible roadmap to implement it. Revamping the College Mission and establishing attainable stretch goals. Expanding the Foundation. Having to shift from budget crisis to budget windfall, Dr. Scroggins has maintained a logical and calm approach. Dr. Scroggins has led the way to hiring a new, energetic, and effective team in Human Resources and in Professional Development. His support of programs is noticed and very much appreciated. You can hear and 					

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	<p>see, that he genuinely cares for the success of our programs and students.</p> <ul style="list-style-type: none"> • Fiscal stability. • Staffing improvements. • Enrollment management improvements. • Improved Board relations. • Bringing us through the last few years of budget crisis and positioning us for growth. • Providing leadership and vision in statewide issues and opportunities on a number of fronts such as distance learning, contract education, and adult education.
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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"> • Expand the revenue base of the College and increasing enrollment to meet targets. Exploring alternative revenue-generating opportunities. • Broaden Mt. SAC's presence and influence in the western, underrepresented areas of the District service area. • Streamline decision-making processes to increase overall efficiency and shorten the time to make things happen. That's a tall order around here! • In all honesty, Mt. SAC has benefitted exceptionally well from Bill's leadership. He is a visionary, yet he knows how to get things done. He is an innovator, and he puts his resources where his mouth is to encourage innovation. As a leader, he doesn't flinch at challenges or criticism, and he's not afraid to make the tough decisions, despite the personal consequences. • Continuing the re-building of POD. • Revising the Administrative Policy regarding Short-Term, Student Worker, and Professional Expert hiring. • Completing negotiations for new contracts with both staff unions. • Wrapping up and communicating progress on the Koff Classification and Compensation study. • Creating a concrete vision of plans for the Student Equity and Student Success programs. • He's identified future goals, which are in line with the focus for our future. • Student Equity and SSSP plan directions and directives. What process will be used to allocate the money? How will its effectiveness be evaluated? • Balancing vision and growth with the need to stabilize some staffing and resources that were affected by the years of cuts.
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