

**MT. SAN ANTONIO COLLEGE**

**BOARD OF TRUSTEES SELF-EVALUATION**

**March 2022**

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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**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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**Rating**

- The board maintains a future-oriented, visionary focus in board discussions.

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**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.
- The board has fostered openness by encouraging and maintaining two-way communication with the CEO related to concerns of the board.
- In support of the College's mission to serve students, the Board has developed a CEO succession plan.

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**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.

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**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 diversity, equity, inclusion, social justice, and anti-racism.

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**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.

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**Advocating the College**

- The board recognizes positive accomplishments of the college.

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**Rating**

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

**Board Education**

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

- All Board members share the philosophy that the best interests of the students come first. The teamwork is exceptional.
- We work well together and have diverse backgrounds and interests that complement each other.
- The majority of the Board has been supportive of decisions and recommendations made by CEO/administration during the pandemic.
- The Board takes pride in its students', faculty, and staffs' accomplishments and actively participates in College events with enthusiasm and support.
- Board Members actively engage the community and legislative arena to advocate for Mt. SAC despite the challenge of the pandemic.
- Board is professional and respectful.
- Board members work to fulfill our responsibilities and duties as elected officials.
- United, work well together.
- The Board has great community capital and is very active in local, state, and federal affairs.

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

- Establishing a mask mandate and a COVID-19 procedure.
- Completion of the stadium.
- Having a smooth transition back to campus.
- Passing vaccine mandate for students.
- Moving back on campus.
- Supporting CEO & Administrations' actions during the pandemic crisis for the best interests and safety of the students and campus constituents.

- Making sound policies for the safe return on campus.
- Providing leadership in the State and National level, e.g., Dr. Baca serves on the state Foundation Board and Judy Chen Haggerty serves on the national ACCT Board of Directors and the League's ACES Committee. Their efforts enhance the growth of Mt. SAC's statewide and national reputation and representation.
- We have allowed our great administration and staff to handle COVID and other challenges in a competent manner (We stayed out of the way).
- The Board provided the leadership necessary to enable the administration and other constituent leaders to work through the extreme difficulties brought on by the COVID-19 Pandemic.
- Provide COVID-19 direction to keep students and staff safe.
- Remaining fiscally solvent during the pandemic despite significant drops in enrollment.
- Continued progress in facilities projects paid for by Measure GO.

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

- We were a bit slow in taking charge of the COVID-19 procedures.
- Board is functioning well!
- Reviewing of Board Policies, particularly relating to personnel and major organizational changes and matters relating to fiscal condition.
- We can bond and be more cohesive if we didn't have COVID restrictions.
- The Board, as a whole, could always do better in addressing personal issues, as well work to ensure that campus climate remains positive and focus on student academic achievement.
- Additional training and awareness of DEI initiatives.

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

- How our faculty, classified, and management staff put our students' priority ahead of personal wants.
- Successfully moving to in-person learning while maintaining online options where it makes sense.
- The maintenance of fiscal stability to avoid being negatively impacted by the pandemic.
- The work of faculty and staff in supporting our students during the pandemic period.
- Board members' continuous efforts in building strong relationships with local community, city councils, school board members, leaders of state/federal agencies, and state/federal elected officials.
- The way the Board and CEO handle matters that we do not agree upon, with respect.
- Mt. SAC not only has built exceptional physical facilities, but continues to advance successfully numerous academic programs, including those in the occupational/technical areas, arts, science, sports-related, adult education, and dual enrollment, among others.
- The District's support of Trustee development.
- The continued success of our academic and athletic programs.

5. As a Trustee, I have concerns about:

- How the drop in enrollment will impact the long-term financial condition of the College.
- The effectiveness of our online learning programs. It will be crucial to see how our transfer students do in colleges after undergoing online learning for two years.
- The transition from online to on-ground instruction after the pandemic.
- The uncertainty of funding formula due to the post-pandemic state budget.
- The increasing STRS/PERS obligations and the impact on our budget.
- The negative impact to the enrollment of local, out-of-state, and international students brought by the pandemic.
- The function and efficiency of Public Relations department.
- Need for College education not being fulfilled during the pandemic.
- Our ability to fully comprehend the changes (both challenges and opportunities) produced by the unprecedented events of the last two years, be they the pandemic or those economic/political/social changes at the national and international level.
- The process the District uses to increase College public awareness and government relations approach.
- The budget outlook and state funding.

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

- I believe the Board needs more timely updates on pending legislation which impacts the community college system.
- More "diversity hiring" with DEI initiative to achieve the reflection of our student population.
- More "uniform and transparent" process in hiring of President's Cabinet executives.
- 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, 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 raising funds after the pandemic.
- Establish a Board sub-committee for Board Policy review.
- I would like the Board to have input on the position the College takes on legislative matters in Sacramento and DC.
- The Board should allow electronic public comment even when we meet in person.
- Videos of the Board meetings should be kept forever for public access.
- Work collegially and in an effective manner to assure that the coming year's leadership transition is one which matches the high aspirations of this, our Mt. SAC community.
- Board President works with CEO in monthly meeting agenda development.
- Institutionalize DEI initiatives to better serve students and staff in the work they do at the College.
- Ensure changes and revisions to Board Policy to consider using an equity framework or equity lens that best adheres to statewide DEI recommendations.

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

- Seek to host the 2024 Olympic trials.
- Narrow the search for a College President to replace our retiring President.
- Look to build all of the most important projects with our remaining Measure GO funds.
- Tackling virtual vs in-person balance that employees seek. Student services and student performance are priority number one. If we allow some services to move to virtual we must ensure there is no degradation in service.
- The establishment of a strong Government relation unit, 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.
- Establish procedures so the Board had input on government relations, legislative matters, and bills.
- The Board should continue to focus on the fiscal and programmatic challenges and opportunities faced by not just our College district, but those faced by all of higher education in this state. The goal is to have the College continue to be fiscally, academically sound, and select an effective and experienced leader to replace our retiring CEO, Dr. Scroggins.
- Postpandemic recovery, student enrollment, and funding.
- Institutionalize DEI initiatives to better serve students and staff in the work they do at the College.
- Ensure changes and revisions to Board Policy consider using an equity framework or equity lens that best adheres to statewide DEI recommendations.

8. Additional Comments:

- Great Board, good job Judy in keeping our meetings succinct!
- I'm so happy and honored to serve on Mt SAC Board.