



To: Mt. San Antonio Community College District Board of Trustees

From: Drs. Lisa Sugimoto and Ben Duran

Date: November 12, 2022

Subject: Report/Update on the President /CEO Search

Drs. Sugimoto and Duran met with the Board Sub-Committee, have analyzed the President/CEO survey and have identified “the appropriate administrative/management experience desired for the Mt. San Antonio College President/CEO” and the items that are further perceived as extremely important as leadership qualities and personal characteristics desired in a President/CEO.

The position announcement was developed and the items that emerged from the survey have been incorporated as preferred and desired leadership qualifications. In addition, a website landing page has been created to include, but not limited to, the position announcement, links to the application and how to apply, information about the district, communities the College serves, accreditation, budget information, and Mt. SAC *Facts and Figures* (includes demographic information about the College).

The Screening Committee has been constituted and *The Screening and Selection Committee Member Agreement* form was sent to the members for their acknowledgment and signature. The virtual orientation for the Committee has been scheduled for Monday, November 14th. A full agenda will begin with the Board of Trustees Sub-Committee welcoming the Screening Committee and thanking them for their service.

Although the consultants began contacting potential candidates prior to the release of the position announcement, once the position announcement is approved and posted (planned for November 14th), more specific recruitment of candidates can commence.

Compilation of Community and Board Survey Results

Q1: Appropriate level of prior administrative/management experience desired in the Mt. SAC President/CEO:

- **Previous experience as a community college president, chancellor or other CEO titles.**
- Three to five years of executive-level management assignment in a community college.

Q2: Leadership Qualities desired in a President/CEO:

Community:

- **Is student-centered**
- **Communicates expectations, delegates and holds accountable oneself and the college executive leadership team**
- Understands the California collective bargaining environment and the need to work effectively with employee groups
- Is committed to the collegial consultation process; respects and values the contributions of constituent groups and individuals and understands the delegation of authority and responsibility
- **Supports the comprehensive community college mission**
- **Highly committed to closing the achievement gap of underrepresented students**
- **Has strong cultural competency and successful DEIA experience providing and guiding responsive services for students, faculty and staff and those from communities with historically marginalized identities**

Board:

- Demonstrates experience in fiscal management, complex budget development and financial resource development
- **Has strong cultural competency and successful DEIA experience providing and guiding responsive services for students, faculty and staff and those from communities with historically marginalized identities**
- **Supports the comprehensive community college mission**
- **Is student-centered**
- Understands the needs of the communities served by Mt. SAC and is active and visible in the community, building strong coalitions and working with educational, business, community and government leaders in support of the mission of Mt. SAC
- **Communicates expectations, delegates and holds accountable oneself and the college executive leadership team**
- Leads with a focus on continuous improvement of institutional effectiveness, grounded in: clear visions, effective planning and budget prioritization, on-going assessment and improvement of student learning and other institutional outcomes
- Ability to disrupt prejudice, discrimination, and racism that impacts students and staff at the interpersonal, intergroup, and institutional levels
- Provides proactive and innovative ideas for addressing issues
- **Highly committed to closing the achievement gap of underrepresented students**
- Understands the need for recruitment and retention of underserved student

Q3: *Personal Characteristics desire in a President/CEO:*

Community:

- **Is transparent as a decision maker**
- **Has a commitment to the welfare and well-being of the students**
- **Ability to serve as a well-rounded leader who will engender respect, trust and confidence of the students, faculty, staff, administrators, and Board of Trustees**
- **Communicates respectfully and listens effectively while encouraging diverse opinions**
- **Ability to deal with crisis and help an institution through trying times**
- **Is a transformational leader who exhibits personal/professional ethics and integrity in all behavior and relationships, and brings a strong sense of fairness and equity to all decision making**
- **Has a positive attitude and enthusiasm for the work of the institution and is an example to others**
- **Has work characteristics and a management style that inspires trust and confidence in one's leadership**

Board:

- **Has a commitment to the welfare and well-being of the students**
- **Is transparent as a decision maker**
- **Can bring divergent perspectives to achieve consensus and the successful resolution of conflicts**
- **Communicates respectfully and listens effectively while encouraging diverse opinions**
- **Has a positive attitude and enthusiasm for the work of the institution and is an example to others**
- **Is a transformational leader who exhibits personal/professional ethics and integrity in all behavior and relationships, and brings a strong sense of fairness and equity to all decision making**
- **Values diversity in all its forms**
- **Ability to deal with crisis and help an institution through trying times**
- **Has work characteristics and a management style that inspires trust and confidence in one's leadership**
- **Is visible and accessible for enhanced relationships of trust, fostering positive student, faculty, and staff morale**
- **Ability to serve as a well-rounded leader who will engender respect, trust and confidence of the students, faculty, staff, administrators, and Board of Trustees**

Highlighted in Yellow are the highest ranked items

Bolded items are highest ranked items for both the community and Board



The consultants reviewed the survey responses and noted the following:

There were up to 298 responses to survey statements. Not all statements received responses from the 298 respondents.

Q1 Select the statement that best defines the appropriate level of prior administrative/management experience that you feel is desirable for the Mt. San Antonio College President/CEO to have.

Statement	Responses
1. Previous experience as a community college president, chancellor or other CEO titles. Preferred	94
2. Three to five years of executive-level management assignment in a community college. MQ	92
3. Any level of management experience that meets the minimum qualifications (MQs) for a California community educational administrator.	35
4. Three to five years of executive level management assignment in higher education	34
5. Other	20
Total Responses:	275

- There were statements preferring faculty experience (most focused on teaching experience).
- There were statements preferring ten years of executive level management experience.

Q2 Identify the importance you place on each statement regarding the leadership qualities desired in a president/CEO.

NOTE: For Question 2, the Likert Scale Mean Scores that are highest indicate the respondents perceptions of the most important statement.

Original #	Statements	Response Mean Score	Extremely Important Total #s
1.	1. Is student-centered	4.72	224
10.	2. Communicates expectations, delegates and holds accountable oneself and the college executive leadership team	4.61	190
20.	3. Understands the California collective bargaining environment and the need to work effectively with employee groups	4.54	182
9.	4. Is committed to the collegial consultation process; respects and values the contributions of constituent groups and individuals and understands the delegation of authority and responsibility	4.50	174
2.	5. Supports the comprehensive community college mission	4.47	163
7.	6. Ability to disrupt prejudice, discrimination, and racism that impacts students and staff at the interpersonal, intergroup, and institutional levels	4.43	188
4.	7. Understands the need for recruitment and retention of underserved students	4.38	165
5.	8. Provides proactive and innovative ideas for addressing issues	4.38	155
19.	9. A visionary who encompasses the changing role of the community colleges in the global environment and has the ability to inspire others with that vision	4.38	167
22.	10. Encourages career growth for employees of the district	4.38	160
15.	11. Understands the needs of the communities served by Mt. SAC and is active and visible in the community, building strong coalitions and working with educational, business, community and government leaders in support of the mission of Mt. SAC	4.37	163
21.	12. Highly committed to closing the achievement gap of underrepresented students	4.36	171
13.	14. Works with the Board of Trustees and represent the college internally and externally with a high level of professionalism, sensitivity and integrity	4.36	147

6.	15. Has strong cultural competency and successful DEIA experience providing and guiding responsive services for students, faculty and staff and those from communities with historically marginalized identities	4.32	175
23.	16. Leads with a focus on continuous improvement of institutional effectiveness, grounded in: clear visions, effective planning and budget prioritization, on-going assessment and improvement of student learning and other institutional outcomes	4.29	137
8.	17. Demonstrates experience in fiscal management, complex budget development and financial resource development	4.28	126
18.	19. Knowledge of California and federal laws and regulations governing community colleges and accreditation expectations	4.28	135
11.	20. Provides leadership, support and guidance for the elected Board of Trustees and assists them in working as a cohesive unit/team	4.26	125
12.	21. Values student engagement beyond the classroom, including student leadership development, student government and a broad array of extracurricular activities that made for a rich, student-centered college	4.25	138
17.	22. Accesses and assimilates information and uses quantitative and qualitative data for decision-making, planning, mobilizing resources, and motivating individuals to creatively overcome challenges facing the district and to make continuous improvement in operations, programming, procedures, and services	4.25	127
3.	23. Provides leadership to the accreditation process to ensure the college is in good standing	4.21	124
14.	24. Assists the Board of Trustees in the review of policies and procedures to ensure the policies support the expectations established by the Board	4.11	102
16.	25. Establishes mutually beneficial relationships with cities and communities in the District to improve the social and economic well-being of the region	4.02	102
24.	26. Participates and demonstrates success in developing community support for the college through fund raising, foundation activities, alumni and business and industry partnerships	3.91	96

Q3 Identify the importance you place on each statement regarding the personal characteristics desired in a president/CEO.

NOTE: The Likert Scale ranking was reversed in Question 3 from Question 2. Therefore, in correcting the means, PPL reworked the scale to have “Extremely Important” as the highest rating and “Not at all Important” to be the lowest rankings, thereby Q2 and Q3 are comparable by mean score.

Original #	Statement	Response Mean Score	Extremely Important
4.	1. Is transparent as a decision maker	4.12	188
6.	2. Has a commitment to the welfare and well-being of the students	4.12	185
8.	3. Ability to serve as a well-rounded leader who will engender respect, trust and confidence of the students, faculty, staff, administrators, and Board of Trustees	4.08	178
19.	4. Communicates respectfully and listens effectively while encouraging diverse opinions	4.08	173
11.	5. Ability to deal with crisis and help an institution through trying times	4.08	171
3.	6. Has work characteristics and a management style that inspires trust and confidence in one's leadership	4.07	178
5.	7. Has a positive attitude and enthusiasm for the work of the institution and is an example to others	4.06	163
1.	8. Is a transformational leader who exhibits personal/professional ethics and integrity in all behavior and relationships, and brings a strong sense of fairness and equity to all decision making	4.04	179
10.	9. Has the courage and perseverance to address challenges and confrontations	4.02	159
12.	10. Can bring divergent perspectives to achieve consensus and the successful resolution of conflicts	3.99	159
17.	11. Values diversity in all its forms	3.99	168
7.	12. Is an effective team builder	3.99	143
18.	13. Is visible and accessible for enhanced relationships of trust, fostering positive student, faculty, and staff morale	3.98	148

16.	14. Has the ability to make a tough decision in a timely fashion	3.97	144
14.	15. Exhibits patience, flexibility	3.90	126
9.	16. Exhibits an ability to motivate members of all constituent groups to perform at their highest level	3.87	121
2.	17. Aware of own cultural background and how it influences perceptions, values, and practices and effects and shapes the relationship to students and staff	3.81	137
13.	18. Gauges political situations effectively	3.77	103
15.	19. Tolerates ambiguity when necessary	3.60	78
20.	20. Sense of humor	3.52	77

Q4 Additional comments regarding the next President/CEO of Mt. San Antonio College.

Comments ranged from the need for diversity, with some very specific opinions, to listen and be supportive of faculty, in various ways.

Listens and relatable to students.

Knowledge and support of CTE and noncredit programs.

Q5 Of the following, please indicate which one best describes you

Position	Count
Board of Trustee	1
Faculty	130
Manager/Administrator/Confidential	61
Classified	81
Student	14
Community/Foundation	5
Other	6
Total:	298

President/CEO Survey Results

The consultants reviewed the survey responses and noted the following:

All seven Board of Trustee members responded to the survey statements.

Q1 Select the statement that best defines the appropriate level of prior administrative/management experience that you feel is desirable for the Mt. San Antonio College President/CEO to have.

Statement	Responses
1. Previous experience as a community college president, chancellor or other CEO titles.	4
2. Three to five years of executive-level management assignment in a community college.	1
3. Any level of management experience that meets the minimum qualifications (MQs) for a California community educational administrator.	1
4. Three to five years of executive level management assignment in higher education	1
5. Other	0
Total Responses:	7