

**RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT**

To:	Board of Trustees	Date: November 12, 2013
Re:	Review of RSCCD Board of Trustees Self-Evaluation	
Action:	Receive and Review	

**BACKGROUND**

Board Policy 2745 provides for the Board of Trustees to conduct an annual self-evaluation by November of each year.

**ANALYSIS**

An evaluation survey was approved by the Board on October 8, 2012 and was distributed to individuals identified in Board Policy 2745. The survey responses were presented to the Board at the October 28, 2013 meeting. Subsequent to that meeting, the individual Board members completed the self-evaluation instrument. Those responses are now provided to the Board for review and discussion.

**RECOMMENDATION**

It is recommended that the Board of Trustees review the evaluation responses and complete the self-evaluation process for 2013.

Fiscal Impact: None	Board Date: November 12, 2013
Prepared by: John Didion, Exec. Vice Chancellor, Human Res. & Educational Services	
Submitted by: John Didion, Exec. Vice Chancellor, Human Res. & Educational Services	
Recommended by: Raúl Rodriguez, Ph.D., Chancellor	



**Rancho Santiago Community College District (RSCCD)  
Board of Trustees Self-Evaluation of  
Internal Operations and Goals, 2013**

**November 2013**

The RSCCD Board of Trustees recognizes that it can better achieve its internal board operation and performance goals if it annually reviews itself. After reviewing feedback obtained from an online questionnaire last month (disseminated to various community, faculty/staff and students who interact with board members in committee work and meetings), Board members (n=8) assessed their own activities using the same survey instrument; those data are included in this report, along with four years' prior data for comparison purposes.

**Summary of Findings**

Overall, members look favorably upon Board operations—respondents exclusively assigned ratings of 1 (“strongly agree”) or 2 (“agree”) to 33 of the 44 (three-quarter) categories assessed. Other findings include:

- Members expressed “don’t know/not applicable” in only three instances this year (compared to more than 15 categories on the prior year’s survey) regarding 1) board members’ understanding that they have no legal authority beyond board meetings, 2) board’s knowledge about the mission and purpose of the institution, and 3) the board regularly develops and reviews goals for continuous improvement.
- Nine items received a “DISAGREE” response, specifically six in the area of “strategic planning,” two in the area of “board relations with the chancellor, president, faculty and staff” and one in the area of “community relation/advocacy.”
- The Board believes their greatest strengths are:
  - the positive relationship among members in that there is mutual respect and recognition of each other’s opinions, even when it is a difference of opinion,
  - the proper delegation and effective communication between board members and the chancellor, and
  - the board members recognize and value the shared governance process at work in the district.

- Major accomplishments members identified for this past year included the successful passage of Measure Q and Proposition 30, the transition into the newly created district boundaries elections model that resulted in three new members and emerging from the state-wide financial crisis ready for growth.
- Board members would like to address the following issues:
  - Continue to build better relationships with the community to share district's accomplishments, as well as understand their needs/concerns that the district could address,
  - Commitment to confidentiality among board members on sensitive issues revealed/discussed in closed sessions, and
  - Additional training for new members so that they can better serve the community and the students they represent.

Detailed responses, as well as comparisons with responses from the prior four years' surveys, and respondent comments, follow.

**Detail of Findings**

**RSCCD Board of Trustees Self-Evaluation Results, 2013**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<b>Board Organization and Operation</b>					
Board meetings are conducted in a manner in which the purposes are achieved effectively and efficiently.	6	2	0	0	0
Board members respect each others' opinions.	5	3	0	0	0
The board conducts its meetings in compliance with state laws, including The Brown Act.	5	3	0	0	0
Board members understand that they have no legal authority beyond board meetings.	2	5	0	0	1
Board members regularly seek the opinion of the student trustee.	1	7	0	0	0
<b>Policy Role</b>					
Board meetings focus on policy issues that relate to board responsibilities.	5	3	0	0	0
The board focuses on policy in board discussion, not administrative matters.	3	5	0	0	0
The board is knowledgeable about the mission and purpose of the institution.	3	4	0	0	1
The board clearly delegates the administration of the colleges to the chancellor.	5	3	0	0	0
The board ensures compliance with federal and state laws and measures for emergency response.	5	3	0	0	0
<b>Strategic Planning</b>					
The board understands the budget process.	2	5	1	0	0
The board gives adequate attention to the mission, goals, and future planning of the district.	2	6	0	0	0
The board regularly develops and reviews goals for continuous improvement.	1	5	1	0	1
The board has adopted a planning and evaluation process which assures that the educational needs of students and the community are effectively and efficiently met.	1	6	1	0	0
The board understands the colleges' educational programs and services.	1	7	0	0	0
The board is appropriately involved in defining the vision and goals of the district.	2	5	1	0	0
The board understands the financial audit and accepts responsibility for implementation of its recommendations.	1	6	1	0	0
The board understands the fiscal condition of the organization and provides fiscal oversight to assure the financial stability of the district.	3	4	1	0	0
The board understands the accreditation process and accepts responsibility for implementation of its recommendations.	3	5	0	0	0

**RSCCD Board of Trustees Self-Evaluation Results, 2013 (cont.)**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<b>Board Relations with the Chancellor, Presidents, Faculty, and Staff</b>					
The board reaches decisions on the basis of the study of available background data and consideration of the recommendation of the chancellor.	5	3	0	0	0
The board keeps the chancellor informed of community contacts.	3	5	0	0	0
The board follows a procedure for annual evaluations of the chancellor.	3	5	0	0	0
The board understands the difference between its policy and oversight roles and the roles of the chancellor and staff.	2	6	0	0	0
The board and chancellor have a positive, cooperative relationship.	5	3	0	0	0
The board understands its role and that of the chancellor, presidents, faculty, and staff.	5	3	0	0	0
The board sustains a strong board/chancellor partnership and provides ongoing support for the chancellor to foster a strong partnership.	4	4	0	0	0
The board completes the chancellor evaluation process and uses the results to strengthen the chancellor's performance and relationships.	4	4	0	0	0
The board follows communication procedures with staff.	3	4	1	0	0
Trustees work directly with community leaders and elected officials (local, state, national) to address issues/legislation that affect the college district.	4	3	1	0	0
<b>Community Relations/Advocacy</b>					
Board members are knowledgeable about community college and state-related issues.	2	6	0	0	0
The board acts as an advocate for community colleges.	5	3	0	0	0
Board members participate actively in community activities.	4	4	0	0	0
Board agendas include legislative and state policy issues that will impact the district.	3	5	0	0	0
Board members act on behalf of the entire community.	2	5	1	0	0
The board recognizes and celebrates positive accomplishments of the district and colleges.	4	4	0	0	0
The board works to build a positive image of the district in the community.	4	4	0	0	0
Board members adhere to policies for dealing with college, community citizens, and the media.	2	6	0	0	0
The community and district employees are aware of who the elected trustees are and their role in district governance.	3	5	0	0	0
<b>Board Leadership, Ethics, and Standards of Conduct</b>					
The board understands collective bargaining and its role in the process.	4	4	0	0	0
The board practices appropriate collegial consultation (participatory governance).	2	6	0	0	0
The board maintains confidentiality of privileged information.	1	7	0	0	0
The board makes decisions in the best interest of students, the colleges, and the entire district.	4	4	0	0	0
The board operates ethically without conflict of interest following established board policies.	3	5	0	0	0
Board members participate in trustee development activities.	3	5	0	0	0

## RSCCD Board of Trustees Self-Evaluation Results, 2009-2013

	# "strongly agree" or "agree"				
	2013 Survey	2012 Survey	2011 Survey	2010 Survey	2009 Survey
	n=8	n=6	n=8	n=7	n=8
<b>Board Organization and Operation</b>					
Board meetings are conducted in a manner in which the purposes are achieved effectively and efficiently.	8	6	8	7	8
Board members respect each others' opinions.	8	5	8	7	8
The board conducts its meetings in compliance with state laws, including The Brown Act.	8	6	7	6	7
Board members understand that they have no legal authority beyond board meetings.	7	6	8	7	7
Board members regularly seek the opinion of the student trustee.	8	5	5	5	7
<b>Policy Role</b>					
Board meetings focus on policy issues that relate to board responsibilities.	8	6	8	7	7
The board focuses on policy in board discussion, not administrative matters.	8	5	7	7	7
The board is knowledgeable about the mission and purpose of the institution.	7	5	8	6	8
The board clearly delegates the administration of the colleges to the chancellor.	8	6	8	7	7
The board ensures compliance with federal and state laws and measures for emergency response.	8	6	8	7	8
<b>Strategic Planning</b>					
The board understands the budget process.	7	4	7	6	7
The board gives adequate attention to the mission, goals, and future planning of the district.	8	4	7	6	6
The board regularly develops and reviews goals for continuous improvement.	6	4	5	6	6
The board has adopted a planning and evaluation process which assures that the educational needs of students and the community are effectively and efficiently met.	7	5	6	6	6
The board understands the colleges' educational programs and services.	8	4	7	5	6
The board is appropriately involved in defining the vision and goals of the district.	7	4	7	7	7
The board understands the financial audit and accepts responsibility for implementation of its recommendations.	7	6	7	6	8
The board understands the fiscal condition of the organization and provides fiscal oversight to assure the financial stability of the district.	7	5	8	7	8
The board understands the accreditation process and accepts responsibility for implementation of its recommendations.	8	6	7	7	7

## RSCCD Board of Trustees Self-Evaluation Results, 2009-2013 (cont.)

	# "strongly agree" or "agree"				
	2013 Survey	2012 Survey	2011 Survey	2010 Survey	2009 Survey
	n=8	n=6	n=8	n=7	n=8
<b>Board Relations with the Chancellor, Presidents, Faculty, and Staff</b>					
The board reaches decisions on the basis of the study of available background data and consideration of the recommendation of the chancellor.	8	5	7	7	7
The board keeps the chancellor informed of community contacts.	8	5	6	6	7
The board follows a procedure for annual evaluations of the chancellor.	8	4	6	6	6
The board understands the difference between its policy and oversight roles and the roles of the chancellor and staff.	8	6	8	7	7
The board and chancellor have a positive, cooperative relationship.	8	6	8	7	4
The board understands its role and that of the chancellor, presidents, faculty, and staff.	8	6	8	7	7
The board sustains a strong board/chancellor partnership and provides ongoing support for the chancellor to foster a strong partnership.	8	6	8	7	5
The board completes the chancellor evaluation process and uses the results to strengthen the chancellor's performance and relationships.	8	4	5	6	6
The board follows communication procedures with staff.	7	4	6	5	7
Trustees work directly with community leaders and elected officials (local, state, national) to address issues/legislation that affect the college district.	7	6	8	6	7
<b>Community Relations/Advocacy</b>					
Board members are knowledgeable about community college and state-related issues.	8	6	8	6	8
The board acts as an advocate for community colleges.	8	6	8	7	8
Board members participate actively in community activities.	8	5	6	6	7
Board agendas include legislative and state policy issues that will impact the district.	8	6	8	6	8
Board members act on behalf of the entire community.	7	6	7	7	8
The board recognizes and celebrates positive accomplishments of the district and colleges.	8	6	7	6	7
The board works to build a positive image of the district in the community.	8	6	8	7	8
Board members adhere to policies for dealing with college, community citizens, and the media.	8	5	6	6	7
The community and district employees are aware of who the elected trustees are and their role in district governance.	8	6	3	6	3
<b>Board Leadership, Ethics, and Standards of Conduct</b>					
The board understands collective bargaining and its role in the process.	8	6	7	6	7
The board practices appropriate collegial consultation (participatory governance).	8	6	7	7	7
The board maintains confidentiality of privileged information.	8	5	7	7	8
The board makes decisions in the best interest of students, the colleges, and the entire district.	8	6	8	7	8
The board operates ethically without conflict of interest following established board policies.	8	6	7	7	7
Board members participate in trustee development activities.	8	6	7	6	7

## 2013 Respondents' Comments

### **Board's greatest strengths:**

- Diversity, community contacts, proper delegation to the Chancellor, recognition of the value of shared governance, advocates for the District locally and on the state and federal level, committed to a continuous process of improvement, supportive of students and the student trustee, supporting all faculty and staff, independence.
- A shared governance structure that is a model for the system. Respect for other board members and their opinions, including differences in those opinions. Understanding the mission statement and its importance as a relevant guide to policy decisions.
- Extensive trustee experience. Many years of board history from seasoned trustees. Former assemblyman and council woman's political connections. And procedural knowledge. Balanced and equal community representation. Patience and mentoring for new trustees.
- Diversity of professional backgrounds of trustees. Deliberative and thoughtful board.
- The board is able to communicate effectively during board meetings both in open session and closed session. Even when dissent takes place, for the most part, it is handled respectfully and courteously. The board is also able to communicate effectively with the Chancellor.
- Respectful of each other, good working relationships despite differences. Dedicated to District and involved in its growth and accomplishments. Does not micromanage Chancellor or staff.
- Respect for each other's position

### **Major accomplishments of the Board in the past year:**

- Transition to district election of trustees with a board more reflective of the community it serves, placing on the ballot and supporting passage of Measure Q, supporting proposition 30, effective self-evaluation process and participation in accreditation process, standing up for students and employees, continuing education of trustees, aggressively pursuing grants, public and private funds and other income for District, supporting administration in the prudent expenditure of funds, supportive of faculty and administrations efforts for student success.
- Emerging from the statewide financial crises to a position of strength and growth that will help our institutions achieve the mission statement for years to come. Working diligently, openly and collegially with the constituent groups as active participants in management. Implementing the Voters Rights Act in full compliance with the law. Fulfilling the requirements of the Voters Rights Act with local community leaders and groups, with our employees and collegially with board members, and setting policies that help in the transition as that law was enacted at our institution.
- Maintain public confidence. And board cohesiveness despite a bit of dissent from a couple trustees.
- Passed balanced and positive budget for fiscal year, and began thoughtful discussion of multi-year capital planning and continued implementation of Measure E and Measure Q bond programs.
- The board seems to have successfully handled the transition created by re-districting which resulted in three newly elected board members. The board also successfully supported legislation important to the success of our students and faculty and in the best interest of the district. The board additionally also made the necessary updates to its policies in a seamless process. Of great importance as well was the board's support in advocating for community colleges even if at odds with other bodies, agencies and elected officials.
- New Board under single member districts with large learning curve; however, Trustees have shown themselves eager to work together and maintain strong fiscal policies of past for the greater good.
- Weathering the fiscal crisis



**Areas in which the Board could improve:**

- Working relationships with college foundations---possibly have annual meetings; improve training for new trustees and track education efforts of all trustees. Work with Chancellor and College Presidents to maximize participation by trustees in college activities understanding that many trustees work during the 8am-5pm timeframe when most college events are held. Work with Chancellor to have more presentations by faculty, students, classified and college presidents and administration on district and college activities and programs. Have two meetings a year at each of the college campuses to increase access to the Board for students, faculty and staff.
- Helping new board members learn what they need to know so that they can be the leaders we need to fulfill our common mission to bring the educational services desperately needed to our community and our students.
- Ensure commitment to board confidentiality. Cannot disclose ANY closed session information.
- Find additional ways to communicate directly with business and community leaders on needs they would like the district to address.
- The board could do a better job in boasting about the accomplishments of the district and the services provided by our colleges to the community. Although communication amongst board members is good, such could improve by engaging the board in activities with each other outside of the formal board meeting structure such as retreats which explores the board's fusion in a more detailed manner.
- Strategic planning: This does not happen outside of the Board meetings. As stated in the chancellor's evaluation, a decision to hold off-site planning meeting to develop future goals, vision and strategy is much needed and should be done. Community Relations: Board wants, and a plan is being developed, for stronger media relations program to tout accomplishments. Confidentiality: Board has had several conversations (and will continue to have) concerning confidentiality. It is an issue that we must work on.
- More training