

**RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT**

To:	Board of Trustees	Date: December 14, 2020
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 December of each year.

**ANALYSIS**

An evaluation survey was approved by the Board on October 12, 2020, and was distributed to individuals identified in Board Policy 2745. The survey responses were presented to the Board at the November 9, 2020, 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.

Fiscal Impact: None	Board Date: December 14, 2020
Prepared by: Nga Pham, Executive Director, Research, Planning and Institutional Effectiveness	
Submitted by: Enrique Perez, Vice Chancellor, Educational Services	
Recommended by: Marvin Martinez, Chancellor	

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

**December 2020**

Recognizing the importance of ongoing evaluation of oneself, the RSCCD Board of Trustees implemented an annual review process of its internal board operation and performance goals. The Board invites community representatives, faculty/staff and students who interact with them on a regular basis to offer feedback. Last month, an online survey was made available to individuals including (but not limited to) the associated student government officers, academic senates officers, the chancellor, vice chancellors, assistant vice chancellors, the college presidents, college vice presidents, representatives of the District's employee unions, college accreditation representatives and community members who serve on the District bond oversight committees or foundations.

After reviewing the external feedback, Board members assess their own activities using the same survey instrument; that data is included in this report, along with five years' prior data for comparison. A board member vacated her seat in May 2020 and the board elected not to appoint an interim as the seat was up for the November election. Therefore, the remaining six active members participated in this year's process and the results of their feedback is as follows:

- Overall, Board members-respondents were in agreement on all areas of board operations—respondents exclusively assigned ratings of “strongly agree” or “agree” to all 44 categories assessed.
- All members noted the major strengths of the Board to be the collegial relationship among each other which allows for:
  - Respect for each other and their viewpoints, opinions, and comments to accomplish broader issues,
  - Positive and professional relationship with the Chancellor and staff,
  - Commitment to diversity among its faculty and staff,
  - Ability to focus on California community college system issues,
  - Listen and consider the opinions of the community, and
  - Asserting policies and oversight role on various district issues, but deferring operating management to the Chancellor and staff.

- Board members identified major accomplishments:
  - Navigating the impacts of COVID-19 to ensure class instruction continues and the safety of faculty, staff and students,
  - Working with the Chancellor to ensure District’s operations in accordance with additional laws and policies, and
  - Balancing the budget and stabilizing good relationship with collective bargaining units.
  
- Board members would like to address the following issues in the upcoming year:
  - More professional development on board’s roles and responsibilities, accreditation, as well as other issues that district leadership deem appropriate,
  - Obtain more detailed data and background information from staff prior to meetings to assist in their decision making, and
  - Seeking additional input from staff and community prior to creating policies while abiding by the provisions within the Brown Act.
  
- Five board members-respondents stated that the questionnaire is “very useful” or “somewhat useful” to their self-evaluation process, but one found it “not very useful”.

Detailed responses, as well as comparisons with responses from the prior six years’ surveys, and respondents’ comments, follow. Because the number of respondents is small and the number of respondents is different each year, there is greater variation in percentage points. It is recommended that comparisons be used cautiously.

**Detail of Findings**

**RSCCD Board of Trustees Self-Evaluation Results, 2020**

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

## RSCCD Board of Trustees Self-Evaluation Results, 2020 (cont.)

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

## RSCCD Board of Trustees Self-Evaluation Results, 2016-2020

	Mean Rating*				
	2020 Survey	2019 Survey	2018 Survey	2017 Survey	2016 Survey
	n=6	n=7	n=8	n=7	n=7
<b>Board Organization and Operations</b>					
Board meetings are conducted in a manner in which the purposes are achieved effectively and efficiently.	3.50	3.71	3.38	3.09	2.15
Board members respect each others' opinions.	3.67	3.33	3.75	3.27	2.19
The board conducts its meetings in compliance with state laws, including The Brown Act.	3.67	3.71	3.50	3.27	2.04
Board members understand that they have no legal authority beyond board meetings.	3.60	3.00	3.13	3.05	2.33
Board members regularly seek the opinion of the student trustee.	3.33	3.14	3.25	2.95	2.00
<b>Policy Role</b>					
Board meetings focus on policy issues that relate to board responsibilities.	3.33	3.57	3.13	3.05	2.24
The board focuses on policy in board discussion, not administrative matters.	3.17	3.29	2.88	2.76	2.62
The board is knowledgeable about the mission and purpose of the institution.	3.67	3.57	3.63	3.18	2.23
The board clearly delegates the administration of the colleges to the chancellor.	3.50	3.43	3.13	3.00	2.37
The board ensures compliance with federal and state laws and measures for emergency response.	3.67	3.43	3.50	3.29	2.04
<b>Strategic Planning</b>					
The board understands the budget process.	3.17	3.14	3.00	3.05	2.28
The board gives adequate attention to the mission, goals, and future planning of the district.	3.33	3.33	3.13	2.88	2.26
The board regularly develops and reviews goals for continuous improvement.	3.00	2.57	2.75	2.84	2.21
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.	3.33	2.86	3.00	2.95	2.28
The board understands the colleges' educational programs and services.	3.50	3.33	3.00	2.74	2.33
The board is appropriately involved in defining the vision and goals of the district.	3.33	3.14	2.25	2.95	2.22
The board understands the financial audit and accepts responsibility for implementation of its recommendations.	3.50	3.14	3.00	3.05	2.12
The board understands the fiscal condition of the organization and provides fiscal oversight to assure the financial stability of the district.	3.33	3.43	3.13	3.10	2.37
The board understands the accreditation process and accepts responsibility for implementation of its recommendations.	3.50	3.29	3.00	3.00	2.22

\*On a scale, 4 being "strongly agree" and 1 being "strongly disagree"

## RSCCD Board of Trustees Self-Evaluation Results, 2016-2020 (cont.)

	Mean Rating*				
	2020 Survey	2019 Survey	2018 Survey	2017 Survey	2016 Survey
	n=6	n=7	n=8	n=7	n=7
<b>Board Relations with the Chancellor, Presidents, 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.	3.67	3.29	3.25	2.95	2.41
The board keeps the chancellor informed of community contacts.	3.50	3.14	2.75	3.20	2.18
The board follows a procedure for annual evaluations of the chancellor.	3.33	3.43	3.25	3.35	2.00
The board understands the difference between its policy and oversight roles and the roles of the chancellor and staff.	3.33	3.14	3.13	2.75	2.54
The board and chancellor have a positive, cooperative relationship.	3.67	3.43	3.13	3.04	2.19
The board understands its role and that of the chancellor, presidents, faculty, and staff.	3.50	3.00	3.25	2.72	2.36
The board sustains a strong board/chancellor partnership and provides ongoing support for the chancellor to foster a strong partnership.	3.67	3.57	3.00	3.00	2.29
The board completes the chancellor evaluation process and uses the results to strengthen the chancellor's performance and relationships.	3.00	3.43	2.75	3.11	2.36
The board follows communication procedures with staff.	3.33	2.86	3.00	2.94	2.37
Trustees work directly with community leaders and elected officials (local, state, national) to address issues/legislation that affect the college district.	3.50	3.29	3.00	3.26	1.94
<b>Community Relations/Advocacy</b>					
Board members are knowledgeable about community college and state-related issues.	3.50	3.57	3.25	3.09	2.08
The board acts as an advocate for community colleges.	3.67	3.57	3.63	3.36	2.04
Board members participate actively in community activities.	3.33	3.43	3.63	3.14	1.86
Board agendas include legislative and state policy issues that will impact the district.	3.67	3.29	3.00	3.26	1.96
Board members act on behalf of the entire community.	3.50	3.29	3.25	2.71	2.38
The board recognizes and celebrates positive accomplishments of the district and colleges.	3.50	3.57	2.50	3.40	1.89
The board works to build a positive image of the district in the community.	3.67	3.43	3.25	3.00	2.15
Board members adhere to policies for dealing with college, community citizens, and the media.	3.33	3.14	3.13	2.95	2.14
The community and district employees are aware of who the elected trustees are and their role in district governance.	3.33	3.00	3.00	2.91	2.36
<b>Board Leadership, Ethics, and Standards of Conduct</b>					
The board understands collective bargaining and its role in the process.	3.50	3.43	3.13	2.90	2.29
The board practices appropriate collegial consultation (participatory governance).	3.33	3.57	3.25	3.00	2.20
The board maintains confidentiality of privileged information.	3.33	3.00	3.13	3.05	2.32
The board makes decisions in the best interest of students, the colleges, and the entire district.	3.67	3.43	3.5	2.68	2.56
The board operates ethically without conflict of interest following established board policies.	3.67	3.71	3.25	2.95	2.50
Board members participate in trustee development activities.	3.50	3.29	3.13	3.33	2.07

\*On a scale, 4 being "strongly agree" and 1 being "strongly disagree"

6.9 (7)

## 2020 Respondents' Comments

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

- 1) Ability to work with each other during Board meetings, 2) respectful of colleagues, chancellor, cabinet, and others who participate at board meetings, 3) that board president is delegated representative of board as a whole, 4) provides allowance for full spectrum of public comments, 5) strong attention to CA [community college] system issues, CA legislative issues that impact RSCCD, 6) close, positive, professional relationship with chancellor & ability for carrying out his responsibilities.
- 1) Respect for other board member's comments and opinions, 2) Board focuses on policy and oversight and reviews goals for continuous improvement, 3) Not afraid to question staff in a respectful manner to ensure accuracy and compliance with mission and goals, 4) Diversity of the Board itself and commitment to diversity of faculty, staff and administration, 5) Having an excellent relationship with the Chancellor, 6) Strong advocates for the District with federal, state and local officeholders and agencies, 7) Commitment to student success and strong ties to the community, 8) Ensuring safety for students, faculty, staff and community when on campus and the District office, 9) Operates ethically without conflict of interest following established Board policies, 10) More active than most District Boards given the number of Board meetings and regular and ad-hoc committee meetings.
- Good relationship with the community, good relationship with Chancellor and administration.
- Collegial attitude and willingness to respect each other's opinions and voices. The incoming members will benefit from the strength that has been built in that respect and, hopefully, is brought into that circle quickly so that this relationship continues.
- Cooperation
- Respect for other board members and their opinions

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

- 1) Finalization of multi-year agreement with City of Santa Ana on CEC at Centennial Park. 2) Confronting pandemic Covid-19 and addressing impact to all within district. 3) Recognition of importance of DEI for district change-making and institutional improvement.
- Working successfully with a new Chancellor to ensure the District operates in accordance with laws and policies and that the Chancellor would be successful in accomplishing his goals. 2) Working with Chancellor and staff to keep the colleges operating safely during COVID and providing the direction to reopen the campuses in a safe and limited manner to meet the needs of students. 3) Balanced the District budget despite COVID and structural barriers. 4) Ensuring campus security well-trained and sensitive to diversity. 5) Continued stable collective bargaining relationships.
- Navigating the COVID-19 pandemic and addressing its impact on our students, faculty and staff while continuing to pursue deliverance of a quality education.
- Navigating the effects of the pandemic on our District, students, and staff.
- Hiring a chancellor
- Claudia's leadership in the [Covid-19] Virus Pandemic and the riots.



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

- 1) Receiving and having by board members of useful data, information prior to board meetings - explaining all aspects of such info. 2) Additional professional development retreats, full presentations for effective board governance. 3) Allowance for more expansive communications among board members - recognizing constraints of Brown Act. 4) Reviewing and updating agenda background information provided to trustees prior to meetings.
- 1) Providing the community more information and seeking more community input on facilities that would be included on any bond or capital construction program. 2) Solicit more input from faculty and staff during policy considerations. 3) Ensure more training for trustees on accreditation standards and other subject areas that the Chancellor and General Counsel feel appropriate.
- Continuing Board Members will need to be reminded of their role relative to the campuses. Not over step and cause issues to arise in terms of confidentiality and undermining the role of the chancellor. One Board Member in particular needs constant reminding that being on campus and speaking directly with staff can be counter to stated policy and future decisions by the Board. It is a very bright line and possibly requires additional training that could be undertaken in concert with the training of incoming members.
- Micro managing