



GROSSMONT-CUYAMACA  
COMMUNITY COLLEGE DISTRICT

2016 Governing Board Evaluation  
Cumulative Appraisal  
February 5, 2016

On February 5, 2016, the Grossmont-Cuyamaca Community College District Governing Board completed its annual comprehensive annual self-evaluation pursuant to board policy BP 2745 (*Board Self-Evaluation*). This comprehensive evaluation was the culmination of a number of activities and information sources:

- In December 2015 and January 2016, individual Governing Board members, including student trustees, completed a 42-item self-evaluation survey. (See [Attachment A](#))
- In December 2015, internal feedback was requested and received from members of the District Executive Council (DEC), the District's executive collegial consultation body, to a 20-item evaluation survey. (See [Attachment B](#))
- In December 2015, external feedback was requested and received from members of area Chambers of Commerce, city leaders, and community organizations. (See [Attachment C](#))
- The Chancellor's Office compiled three summary reports, one from the Governing Board members' self-evaluation responses, one from the external feedback, and one with feedback from DEC members. Responses were kept confidential; only aggregate responses were shared.
- On February 5, 2016, the Governing Board met with the Chancellor and an external facilitator in a special workshop setting to review the Board member self-evaluation, feedback from the internal and external surveys, as well as to assess progress toward meeting the Governing Board 2013 Goals and establishing the 2014 Governing Board goals and priorities.
- Using a continuous quality improvement approach, the Governing Board evaluated its strengths, accomplishments, and areas for improvement and updated its goals for 2014.
- The following *Annual Cumulative Appraisal* summarizes these findings, lessons learned, accomplishments, recommendations for improvement, as well as the Board's sense of progress toward meeting its goals and its plans for next year. The 2014 Governing Board Goals may be found in a separate document. (See [Attachment D](#))

<p>1. <b>Board Self-Evaluation</b></p>	<p><b>What Did We Learn?</b></p>
	<p>Cumulative average Board member responses to items assessing agreement with positive Board performance in each of the 6 major survey areas follow:                  (1=strongly disagree, 2=disagree, 3=agree, and 4=strongly agree):</p> <ul style="list-style-type: none"> <li>3.80 = Mission &amp; Planning</li> <li>3.79 = Policy role</li> <li>3.65 = Board-Chancellor Relations</li> <li>3.69 = Community Relations &amp; Advocacy</li> <li>3.92 = Educational Programs &amp; Quality</li> <li>3.86 = Fiduciary Role</li> <li>3.76 = Human Resources &amp; Staff Relations</li> <li>4.00 = Board Leadership</li> <li>3.89 = Board Meetings</li> <li>3.89 = Board Education</li> </ul> <p><b><u>3.83 Overall combined average [2014 Average = 3.84]</u></b></p>
	<p><b>Accomplishments include:</b></p>
	<ul style="list-style-type: none"> <li>• The hiring of 2 excellent individuals as Presidents to lead our colleges.</li> <li>• Some major accomplishments of the board were establishing and supporting the East County Education Alliance and supporting the foundation and its cause.</li> <li>• The Board passed a project labor agreement.</li> <li>• Planning has been outstanding this year.</li> <li>• Made good progress in the areas of diversity and reducing the achievement gap.</li> </ul>
	<p><b>Recommendations for Improvement:</b></p>
	<ul style="list-style-type: none"> <li>• Better understanding of plans/efforts to develop and retain talented leaders.</li> <li>• More active communication and participation with the students of both colleges.</li> <li>• I think we have to improve on our agreement as to what our role is and what the chancellor's role is.</li> <li>• Tendency to involve ourselves in personnel matters that should be referred to the chancellor.</li> <li>• More community engagement.</li> </ul>

<p>2. <b>Feedback from District Executive Council (DEC)</b></p>	<p><b>What Did We Learn?</b></p>
	<p>Cumulative average DEC member responses to items assessing agreement with positive Board performance in each of the 6 major survey areas follow:          (1=strongly disagree, 2=disagree, 3=agree, and 4=strongly agree):</p> <ul style="list-style-type: none"> <li>3.85 = Mission, Planning &amp; Policy</li> <li>3.62 = Board-Chancellor Relationship</li> <li>3.50 = Community Relations &amp; Advocacy</li> <li>3.78 = Educational Programs &amp; Quality</li> <li>4.00 = Fiduciary Role</li> <li>3.60 = Human Resources &amp; Staff Relations</li> <li>3.71 = Board Leadership</li> <li>3.78 = Board Meetings</li> </ul> <p><b><u>3.73 Overall combined average [2014 Average = 3.68]</u></b></p>
	<p><b>Accomplishments include:</b></p>
	<ul style="list-style-type: none"> <li>• The major accomplishments of the Board have been to reach an agreement with bargaining units to settle the labor contract. They demonstrated a high level of professionalism in addressing issues surrounding the debate over the PLA.</li> <li>• Encouraging open discussions on real things that help our students succeed.</li> </ul>
	<p><b>Recommendations for Improvement:</b></p>
<p>No response.</p>	
<p><b>The following goal was recommended:</b></p>	
<p>Work to help align college and district planning processes that develop from the new district and college strategic goals (which will be substantially different than in past years). These new goals represent an opportunity to focus the district and the colleges on a few key areas for improvement - but only if the processes we use truly hold us to account on maintaining that clear focus.</p>	

<p>3. <b>Feedback from External Community</b></p>	<p><b>What did we learn?</b></p> <p>Cumulative average external community responses to items assessing agreement with positive Board performance in each of the 6 major survey areas follow:            (1=strongly disagree, 2=disagree, 3=agree, and 4=strongly agree):</p> <ul style="list-style-type: none"> <li>2.75 = Is an effective spokesperson for GCCCD</li> <li>2.75 = Board members create an understanding of the role and mission of the District.</li> <li>2.75 = Is a visible, connected presence in the community</li> <li>2.75 = Board members represent the interests of the citizens in the District.</li> <li>2.50 = Board members promote the values of the District's programs and services to business and industry, civic organizations, and the general public</li> <li>2.50 = Board members foster opportunities for collaboration and appropriate community and business organizations</li> </ul> <p><b><u>2.67 External Involvement/Relationships [2014 average – 2.76]</u></b></p>
	<p><b>General Comments include:</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>

4. Goals Year 2015	Were Goals Met?			Progress/Comments
	No	Part	Yes	
<p>1) Maintain a strong focus on student success, equity, and access (SSEA). (District Strategic Area of Focus 1 and 2: Student Access, Learning and Student Success)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p><b>Activities to support goal:</b></p> <ul style="list-style-type: none"> <li>• Workshops re SSEA                             <ul style="list-style-type: none"> <li>○ 2/17/15 GC Theatre Arts Dept.</li> <li>○ 3/17/15 CC Veterans Services</li> <li>○ 4/21/15 Review of student success scorecard data and environmental scan</li> <li>○ 6/16/15 GC Student Affairs</li> <li>○ 8/18/15 GC A&amp;R, Counseling, Financial Aid</li> <li>○ 9/8/15 CC Tutoring Center</li> </ul> </li> <li>• Adopt data driven policies re SSEA-4/21/15 adopted BP/AP 2005 Student Success, Equity and Access</li> <li>• Engage in discussions re community workforce needs/trends re CTE programs-scheduled for 3/16/16</li> <li>• Monitor progress and implementation of East County Education Alliance-5/19/15 Joint meeting with the GUHSD Board</li> </ul>
<p>2) Foster a work environment that ensures employees know the Board values and supports employees. (District Strategic Area of Focus 3: Value and Support of Employees)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p><b>Activities to support goal:</b></p> <ul style="list-style-type: none"> <li>• Monitor implementation of recommendations from SET and RAF-10/20/15 Chancellor report.</li> <li>• Monitor impact of healthcare, PERS, STRS and retirement contributions benefits to balance costs and quality-10/20/15 Human Resources Director Janet Snelling report</li> </ul>
<p>3) Enhance the Board's engagement with the community. (District Strategic Area of Focus 4: Economic and Community Development)</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><b>Activities to support goal:</b></p> <ul style="list-style-type: none"> <li>• Attend community events as representatives of the District (at least one event per year):                             <ul style="list-style-type: none"> <li>○ Barr 10</li> <li>○ Garrett 5</li> <li>○ Hiel 2</li> <li>○ Justeson 1</li> </ul> </li> <li>• Participate in or be knowledgeable about the Community Advisory Council-Garrett, Barr</li> <li>• Continue to publish an Annual Report to the Community-published August 2015</li> </ul>

<p>4) Ensure fiscal stability and stewardship. (Strategic Area of Focus 5: Fiscal and Physical Resources)</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/></p>	<p><b>Activities to support goal:</b></p> <ul style="list-style-type: none"> <li>• Increase Board reserve toward goal of covering at least one month's operating costs-a gradual increase to 5.75% was made in 2015/16; and anticipate a gradual increase in 2016/17</li> <li>• Monitor implementation of Proposition V to ensure timely implementation and cost compliance-2/17/15 Prop R and V Program and Project Semi-Annual Progress Report</li> <li>• Monitor the establishment and funding of an irrevocable OPEB trust-done 4/21/15 presentation and in addition on 2/16/16 a docket item will be presented to the Board establishing the trust</li> <li>• Adopt recommendations and monitor Budget Allocation Taskforce (BAT)- 4/21/15 Board presentation/report; and recommendations delayed to include new presidents</li> </ul>
<p>5) Promote institutional quality and effectiveness</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/></p>	<p><b>Activities to support goal:</b></p> <ul style="list-style-type: none"> <li>• Review progress toward meeting the key performance indicators for the five strategic areas of focus-done at joint District Strategic Planning &amp; Budget Council meeting on 4/21/15</li> <li>• Monitor compliance with accreditation standards-this was accomplished on 9/9/14 to review the colleges' accreditation follow-up reports</li> <li>• Monitor implementation of comprehensive plans (i.e., Educational Master, Facilities Master, Technology, Human Resources, and Diversity Equity and Inclusion Plans) Included in strategic plan updates 4/21/15; Prop R &amp; V semi- annual updates 2/17/15; 12/8/15 student equity report; 11/17/15 and 6/16/15 Chancellor report on Distance Education; 9/8/15 Chancellor report on Adjunct Faculty Task Force/8/18/15 enrollment management report;5/19/15 Vocational Training Programs and Cenergistic updates; 4/21/15 Title IX report; 3/17/15 Risk Management report and award;</li> <li>• Participate in a joint Board/Districtwide Strategic Planning &amp; Budget Council planning meeting. Joint meetings with the District Strategic Planning &amp; Budget Council on 4/21/15 and 12/8/15</li> </ul>

<p>6) Board Effectiveness</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/></p>	<p><b>Activities to support goal:</b></p> <ul style="list-style-type: none"> <li>• Engage in trustee professional development and advocacy activities (at least two regional, state, or national meetings, trainings, or conferences)                     <ul style="list-style-type: none"> <li>Barr 3</li> <li>Garrett 2</li> <li>Hiel 3</li> <li>Justeson 2</li> <li>Rosinski 4</li> </ul> </li> <li>• Provide and expect leadership that fosters a climate of respect and collaboration-10/20/15 Board meeting and PLA topic</li> <li>• Review Governing Board Norms and Code of Ethics-done 1/23/15 Board retreat</li> <li>• Model civility, respect, cooperation, and fairness in all actions and decisions-10/20/15 Board meeting and PLA action</li> <li>• Promote excellent Board/CEO relations:                     <ul style="list-style-type: none"> <li>○ Communicate directly with the Chancellor regarding district operations and issues/requests from members of the internal or external community</li> <li>○ Conduct an annual Chancellor evaluation based on the Governing Board Strategic Priorities for the District and annual performance goals developed collaboratively with the Chancellor-done 7/21/15</li> </ul> </li> <li>• Promote Board member engagement with the District community:                     <ul style="list-style-type: none"> <li>○ Distribute regular Board updates to the District-done monthly via Courier</li> <li>○ Attend a minimum of three student events and as many key district events as possible.                             <ul style="list-style-type: none"> <li>Barr 1</li> <li>Garrett 6</li> <li>Hiel 7</li> <li>Justeson 4</li> <li>Rosinski 7</li> </ul> </li> </ul> </li> </ul>
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