Peralta Community College District

Board of Trustees Effectiveness Self Assessment

Spring 2021

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Mission and Planning

	2020 Avg	2021 Avg	Strongly Agree	Slightly Agree	Agree	Slightly Disagree	Strongly Disagree
Board members are knowledgeable about the culture, history, and values of the district.	4	3	1	2	3	1	0
The board spends adequate time discussing future needs and direction of the district and community. They are able to identify opportunities and challenges.	2	3	1	0	2	1	2
The Board works with the Chancellor to update Board Values and College Goals each year.	1	3	2	2	0	2	1
The board assures there is an effective planning process and is appropriately involved in the process.	2	3	0	2	2	1	2
The Board reviews the college's approved strategic plans and updates as necessary: EMP, FMP and ITMP, Student Equity, Faculty and Staff Diversity, Emergency Preparedness	2	3	0	2	3	0	2
Section Average	**2**	**3**	**1**	**2**	**2**	**1**	**1**

Notes. 5 = Strongly Agree, 4 = Slightly Agree, 3 = Agree, 2 = Slightly Disagree, 1 = Strongly Disagree.

Comments

Mission and Planning is not a significant factor in the role of Board Governance. The Board is too committed to the review and analysis of a plethora of relatively minor financial transactions.

The Board requested the Chancellor to clearly articulate the process for which the Mission and Planning adheres to PCCD practices and BP.

I think we are starting to intentionally do this , however we have not yet been able to implement.

We are often dealing with so many pressing crises that we do not always have time to engage in the most effective planning.   Further, the district's shared governance processes have varied levels of effectiveness. Student engagement and participation is extremely weak. Classified employees are not fully empowered or resourced to participate consistently. Administrative turnover and lack of accountability is a significant hindrance, especially as the structure that exists is not built to insure full and effective sharing of information and decision-making.   Staffing and technology shortfalls hinder access to timely and appropriate information sharing. We are making progress in many of these areas but we have a long way to go.

Most of these things have not happened in my tenure on the board. However, we do not often discuss goals in closed or open session on a regular basis.

Given that I am still new to the board, some of these things could've been discussed and I did not know it. However, we have not discussed any strategic plan and I have not seen any previous ones to date.

Policy Responsibilities

	2020 Avg	2021 Avg	Strongly Agree	Slightly Agree	Agree	Slightly Disagree	Strongly Disagree
The Board clearly understands its policy role, differentiates its role from the operational role of the CEO and college staff and refrains from micromanaging	3	3	1	1	2	1	2
The board's policy manual is up-to-date, relevant to the college mission, comprehensive, and useful.	2	3	0	3	3	1	0
The Board relies on board policy in making decisions and in guiding the work of the district.	3	3	2	1	1	1	1
Section Average	**3**	**3**	**1**	**2**	**2**	**1**	**1**

Notes. 5 = Strongly Agree, 4 = Slightly Agree, 3 = Agree, 2 = Slightly Disagree, 1 = Strongly Disagree.

Comments

There has been no Board focus on the content and scope of policy for the Peralta Colleges. There is virtually no assessment of compliance with existing policies and no evaluation of legal compliance. We are too encumbered with Mob Rule.

The Board continues to make progress on utilizing BP's as a governance tool. The fact that the Board has active conversations about the need to review, reference, and update BP's to align with PCCD Mission, Values, and best practices, is evidence that we are on the right track.

When the Board works together i agree on most points but there are still rogue trustees that circumvent policy and interfere with the operational role of the Chancellor while appearing to agree.

Yes, it is greatly beneficial when chancellor is incredibly communicative about all issues. There has been, in my humble opinion, misinterpretation of questions that Board members have asked as being "out of their lane." Peralta's situation has been financially precarious for many years and during that time-- much of the data, documents, and thinking behind the plans were not shared with the board. Questions that have needed to be asked have been called as "operational" as a way to not have questions/presentations/ responses necessary. Finally, the District has a current chancellor who is communicative with plans and uses data to drive decisions with logical explanations. This has allowed the board clarity about what is happening --which is essential. In sum, the board relies on policy making to make decisions.

I think this board is working hard to not micromanage the CEO, but still finds itself doing so. more so with Dr. Walter than with Dr. Jackson, but still. In addition, I'm not aware of the board using BP to make decisions due to the fact that I'm not often informed of decisions by Board leadership until after they are made.

Board-CEO Roles and Responsibilities

	2020 Avg	2021 Avg	Strongly Agree	Slightly Agree	Agree	Slightly Disagree	Strongly Disagree
The Board maintains a positive working relationship with and supports the CEO.	3	3	1	2	3	1	0
The Board clearly delegates the administration of the district to the CEO.	4	3	1	1	2	3	0
The Board communicates clear expectations for CEO performance and provides support and feedback.	2	3	1	2	3	0	1
The Board regularly evaluates CEO performance.	1	3	1	2	0	3	1
The Board periodically reviews the CEO contract to assure appropriate compensation and conditions of employment.	2	3	2	1	2	1	1
The Board recognizes that only the board as a whole (not a single trustee) can direct the CEO.	3	3	2	0	1	2	2
Board members refer inquiries from faculty, staff and constituents to the CEO and keep the CEO informed of communications and contact with college stakeholders.	4	3	1	1	2	2	1
Section Average	**3**	**3**	**1**	**1**	**2**	**2**	**1**

Notes. 5 = Strongly Agree, 4 = Slightly Agree, 3 = Agree, 2 = Slightly Disagree, 1 = Strongly Disagree.

Comments

The Board is too minor financial transactions and not the full scope and depth of the degree to which the Peralta Colleges are achieving the inherent mission. There is no assessment of whether there is a positive, neutral or negative impact upon Communities that make up or Service Area. There is no assessment of Student success or their views with respect to student support and the faculty.

The Board Officers have provided a clear structure of communication and governance practices that is read aloud at every Board meeting. This has helped to center the Board on their governance role and the Board president sends out regular informational updates to the BoT.

I speak to the current state which is only weeks old. That is why i say agree.single Trustees continue to passively aggressively direct the CEO and this has not changed. Prior to Dr. Jackson, i would not agree on most of these because not all Trustees were informed of actions being taken by the Board leadership.

Much improved.

Our main problem with our Chancellors has been their lack of adherence to their proper administrative role and failure to follow board supremacy in the policy area. That is, as a board we have provided policy

direction that has been thwarted by two chancellor's who thought it was their role to determine policy. Our current (and immediate past chancellor) seem to understand that their job is to pursue Board goals not to dictate these goals to the Board. In the past year we have had so much administrative turnover that it has been difficulty to establish goals and then provide adequate feedback. But, we have been much more active in working in this direction and the Chancellor has in fact been given clear policy guidance on most critical matters. Performance review, however, has suffered because of turnover.

If any of this takes place, I'm not made aware of it.

Community Relations and Advocacy

	2020 Avg	2021 Avg	Strongly Agree	Slightly Agree	Agree	Slightly Disagree	Strongly Disagree
Board members act and vote on behalf of the general public and all citizens in the district when making decisions, not only college stakeholders.	4	3	1	1	1	3	1
Board members rely upon the Board president and the chancellor to represent the college in the press.	4	3	1	1	3	2	0
Section Average	**4**	**3**	**1**	**1**	**2**	**3**	**1**

Notes. 5 = Strongly Agree, 4 = Slightly Agree, 3 = Agree, 2 = Slightly Disagree, 1 = Strongly Disagree.

Comments

One Board member does not comply with this and strongly believes that he has the inherent right as an elected official to speak about anything that he so chooses.

The Board president provides updates and regularly communicates with BoT.

I don't think the general public citizens and students of color is taken into consideration by some of the Board members and that is problematic when a majority block dictates outcomes. It's still a wait and see for me.

N/A

Educational Quality and Students Success

	2020 Avg	2021 Avg	Strongly Agree	Slightly Agree	Agree	Slightly Disagree	Strongly Disagree
The Board exhibits a high priority for student success.	**3**	**3**	2	0	4	0	1
The Board fosters and supports a climate of academic excellence.	**3**	**3**	2	0	4	0	1
Board members are knowledgeable about the educational programs and services of the district.	**3**	**3**	1	1	4	0	1
The Board regularly reviews progress on student success outcomes, especially increasing graduations and completions and closing the achievement gap.	**3**	**3**	1	1	4	0	1
Section Average	**3**	**3**	**2**	**1**	**4**	**0**	**1**

Notes. 5 = Strongly Agree, 4 = Slightly Agree, 3 = Agree, 2 = Slightly Disagree, 1 = Strongly Disagree.

Comments

The faculty union is opposed to this focus as they consider it to be an assessment and evaluation of faculty performance.

The BoT recently participated in a Study Session on COVID 19 Impacts and Trends in Enrollment Management on Feb 23, 2021. The presentation provided the BoT with a framework and strategies through a series of recommendations to improve "student success, equity, and success through an integrated Guided Pathways effort" The BoT now have benchmark performance measures from which to monitor student progress. This analysis now serves as a measurement accountability tool.

Knowledgeable about and impacting student outcomes are two different things.

Financial Responsibility

	2020 Avg	2021 Avg	Strongly Agree	Slightly Agree	Agree	Slightly Disagree	Strongly Disagree
The Board assures that budget funding is allocated to the highest priorities of improving student success outcomes.	2	3	0	3	1	2	1
The Board supports difficult enrollment management and budgeting decisions by the administration to adhere to the adopted balanced budget.	3	3	2	0	4	1	0
The board maintains an adequate financial reserve of at least 5% of unrestricted funds as required by the ACCJC.	4	4	4	0	3	0	0
Section Average	**3**	**3**	**2**	**1**	**3**	**1**	**0**

Notes. 5 = Strongly Agree, 4 = Slightly Agree, 3 = Agree, 2 = Slightly Disagree, 1 = Strongly Disagree.

Comments

Resource allocation is not well understood by the Board.

The BoT adopted BP to maintain 10% budget reserve and continues to work with the Chancellor to ensure the budget is aligned with Board goals, institutional goals, and PCCD Mission within a student success model.

More allocations needed to be focused on students and outcomes with the Covid Allocations. Instead it went to Faculty stipends. It is different with the New Chancellor but the impact is done.

We have not yet revised our budget allocation model to reflect SCFF priorities. We do not have adequate clarity on enrollment management to stem and reverse the decline in District enrollment. We do not have a theory of success and change nor metrics to assess success and failure in a manner that allows for learning and improvement. It is not clear we have a plan to fund success so much as roll over the budget each year based on prior year budgets. We have a lot of idea incubators, but I do not see the planning processes in place to take advantage of identifying and replicating best practices.

Human Resources and Staff Relations

	2020 Avg	2021 Avg	Strongly Agree	Slightly Agree	Agree	Slightly Disagree	Strongly Disagree
The board's human resources policies provide for fair and equitable treatment of college employees.	2	3	1	1	5	0	0
The board has established and follows clear parameters for collective bargaining.	3	3	2	1	1	2	1
The board has and follows protocols regarding communication with college employees.	3	3	0	2	3	1	1
Board members refrain from directing or intervening in the hiring selection process and managing the work of staff.	3	2	1	0	1	2	2
Board members monitor progress on faculty and staff diversity and hold stakeholders accountable for progress.	2	2	0	0	2	4	0
Section Average	**3**	**3**	**1**	**1**	**2**	**2**	**1**

Notes. 5 = Strongly Agree, 4 = Slightly Agree, 3 = Agree, 2 = Slightly Disagree, 1 = Strongly Disagree.

Comments

The Board does not take into consideration that the Chancellor is the only employee of the Board and they want to approve or disapprove of the hiring of specific employees/personalities.

PCCD Interim VC HR works closely with the Chancellor and provides the BoT with pertinent information as needed or required.

Implementation of protocols yes, following protocols no. This was true for 2-3 Board members up until Dr Jackson came on Board. I know for a fact that there is still interference on behalf of one Trustee and these actions compromise progress on diversity. Under Dr Jacksons leadership I see a change but I can't sweep under the rug the impact the actions of the last 8 months has had on the District.

HR is in a transitional phase. Past practices and performance are undergoing reformulation and improvements but this is a longer-term process and needs time to develop and implement. The district does not currently have adequate capacity to deal with challenging issues of racial conflict and racism. Many people seem to feel silenced and un-represented. The District's recent "Intergroup Dialogue" process demonstrated a real willingness by many to participate in racial dialogue and healing, yet the participation in this effort was by no means representative of the district's racial diversity with AAPI and Latinx employees greatly underrepresented. Clearly, something is not working if these two key constituent groups are not participating in this kind of dialogue. The trainers for this program did not include AAPI or Latinx or Indigenous leaders-- a pretty serious oversight, but one that is typical of Peralta's blind spots. HR in the past has routinely left out Latinx and AAPI representatives on hiring committees as well.

As I mentioned earlier in the survey, the board is trying very hard not to interfere with the CEOs hiring decisions.

Board Leadership

	2020 Avg	2021 Avg	Strongly Agree	Slightly Agree	Agree	Slightly Disagree	Strongly Disagree
The board understands and performs well its roles and responsibilities as the college's governing body.	3	3	1	0	4	1	1
Board members understand that it expresses authority only as a unit and support the Board president as the public spokesperson for the Board.	3	3	2	0	2	1	2
Board members understand that they have no legal or other authority outside regular board business meetings.	4	3	1	0	4	1	1
Board members exhibit integrity and professionalism in fulfilling their role.	3	3	1	0	3	1	2
Once a vote is taken, all board members uphold the decision of the board.	3	3	1	1	3	1	1
Board discussions and relationships reflect a climate of trust and respect.	1	2	1	0	2	2	2
Board members exhibit integrity and professionalism in fulfilling their role.	2	3	1	0	3	1	2
Section Average	**3**	**3**	**1**	**0**	**3**	**1**	**2**

Notes. 5 = Strongly Agree, 4 = Slightly Agree, 3 = Agree, 2 = Slightly Disagree, 1 = Strongly Disagree.

Comments

The deficiencies are in compliance by Board Members and not the Board President.

I think the BoT are doing an excellent job focusing on BP and Board goals to improve the overall fiscal performance of the District and to meet the needs of students.

Trust with verification. The new enlightened Board does not erase the damage that caused the distrust. The relationships are civil but lets take out trust and respect because some do not deserve that respect.

Better ... however, there still needs to be work around how we talk: impassioned or not, we have to be aware at all times of a level of professional decorum in communication regardless of how emotional we become.

Amazing improvement in this area.

I have a lot to say with regards to board leadership. The largest concern I have is the lack of communication from the board leadership to the rest of the board, which makes the information we get feel curated. I have no doubt that a lot of information is shared between the CEO and leadership, none of of which is shared with me and I often have to cast votes without the information I would be

comfortable with. This has been an issue since I was sworn in and continues to be an issue. In addition, I'm very surprised at the lack of professionalism that several of my colleagues exhibit both in closed and open session on a regular basis. I have not built trust with most of my colleagues, mostly because of lack of effort.

Conduct of Board Meetings

	2020 Avg	2021 Avg	Strongly Agree	Slightly Agree	Agree	Slightly Disagree	Strongly Disagree
Board discussions and relationships reflect a climate of trust and respect.	**2**	**2**	1	0	2	2	2
Board meetings are conducted in an orderly, efficient manner and in a reasonable amount of time within the published time schedule	**3**	**3**	1	1	5	0	0
Board members clearly understand how the agenda is developed and have an opportunity to contribute items to the agenda.	**3**	**3**	2	0	1	3	1
The Board maintains confidentiality of privileged information.	**3**	**3**	2	0	2	2	1
The Board understands and adheres to the Brown Act.	**3**	**4**	2	1	3	1	0
Board members are disciplined in keeping their comments brief, in refraining from leaving the meeting for individual sidebar chats and in refraining from posturing and commenting on every item.	**2**	**3**	1	2	1	2	1
Board members read and review the agenda in advance and consult with the chancellor in advance to ask questions.	**3**	**4**	2	2	2	1	0
Board meetings and study sessions provide sufficient opportunity to explore key issues.	**2**	**3**	1	2	3	0	1
The Board manages public comment well so that participation goes beyond the usual internal college stakeholder interests and includes the voices and views of the students, the broader college community and the general public.	**3**	**3**	2	1	2	1	1
Board members hold themselves accountable for attendance at business meetings, retreats, commencement and other major college events.	**3**	**4**	4	1	2	0	0
Section Average	**3**	**3**	**2**	**1**	**2**	**1**	**1**

Notes. 5 = Strongly Agree, 4 = Slightly Agree, 3 = Agree, 2 = Slightly Disagree, 1 = Strongly Disagree.

Comments

Too focused on minutiae and not focusing upon the students and the Community.

The BoT have made significant progress on staying in their lane. We have more work to do as some Board members continue to share details about day-to-day operations that go beyond our role as trustees.

45. You can not dictate trust or respect. It must be earned. 47. Questions I've submitted about consultant spending and technology have not been agendized and ignored for over 8 months. 50. One trustee does not limit his comments extending meeting for over an hour! 53. The general public has complained about not getting on for public comments. Staged actions by the unions has been supported and instigated and i believe the Board has lost control and it's now a vehicle for labor and not the public.

We are still working on trust...BUT we are working more collegially.

Trust and respect is a two way street. I don't feel like board leadership does much to build community with me. I also feel that some *not all of my colleagues bend the rules of the Brown Act.

Board Training

	2020 Avg	2021 Avg	Strongly Agree	Slightly Agree	Agree	Slightly Disagree	Strongly Disagree
New members participate in a comprehensive orientation to the board and district.	2	3	0	2	2	1	2
Board members participate in trustee professional development activities such as appropriate external conferences and workshops.	4	4	3	1	3	0	0
Board members understand the college participatory governance process, the collective bargaining process and AB1725 (Academic Senate 10+1)	2	4	0	4	3	0	0
The Board's self-evaluation process helps the board enhance its performance.	2	3	1	3	2	0	1
The Board measures its accomplishments against board goals.	2	3	1	0	3	2	1
The Board has a process for addressing issues with trustees who are not fulfilling their responsibilities.	3	3	1	0	4	1	1
Section Average	**2**	**3**	**1**	**2**	**3**	**1**	**1**

Notes. 5 = Strongly Agree, 4 = Slightly Agree, 3 = Agree, 2 = Slightly Disagree, 1 = Strongly Disagree.

Comments

Training is available but some do not believe that they need any.

BoT have made significant progress and are committed to adhering to board policies. Over the past year, I have witnessed a governance change for the better of the institution.

56.the new Trustees did not have the proper orientation and on boarding. They also were not informed of the training provided by CCLC. 57. All Trustees should make a better effort to attend these activities.

we need to do this more actively: The Board measures its accomplishments against board goals.

New trustee orientation needs improvement. The board rarely if ever receives training on Ed Code shared governance requirements or board policy in this area. We have never evaluated our adherence to the Academic Senate's 10+1 authority or performance; board training on requirements for student and classified participation has been non-existent. Clearly we can improve in this area to the benefit of the District.

We are given opportunities for training now, due to COVID 19, we weren't able to. With regards to onboarding, there was a lot of confusion about when that would take place and I understand that there is a 2 hour module that myself and Trustee Jenkins has not taken to date.