



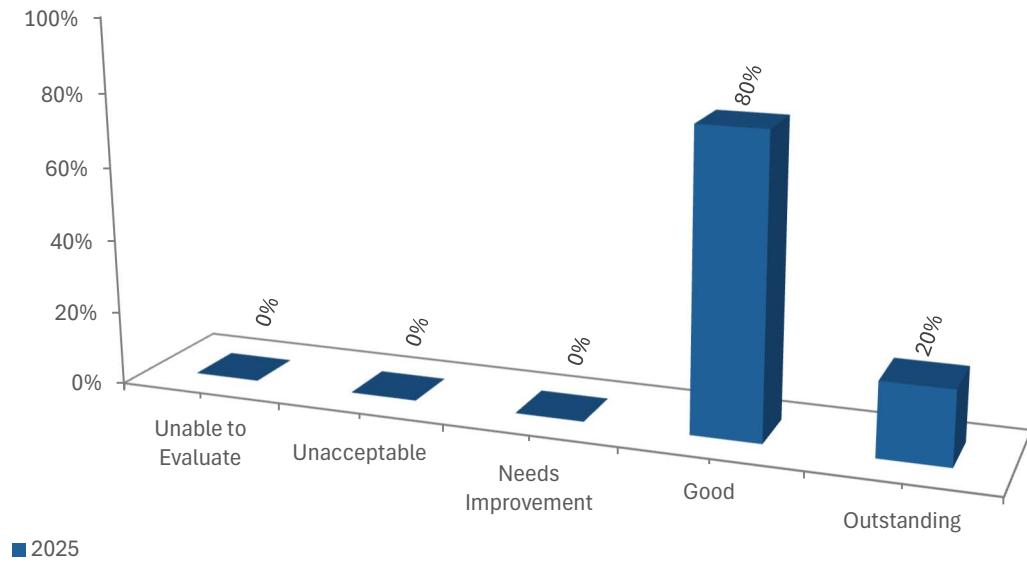
Coast Community College District

Board of Trustees Self-Evaluation

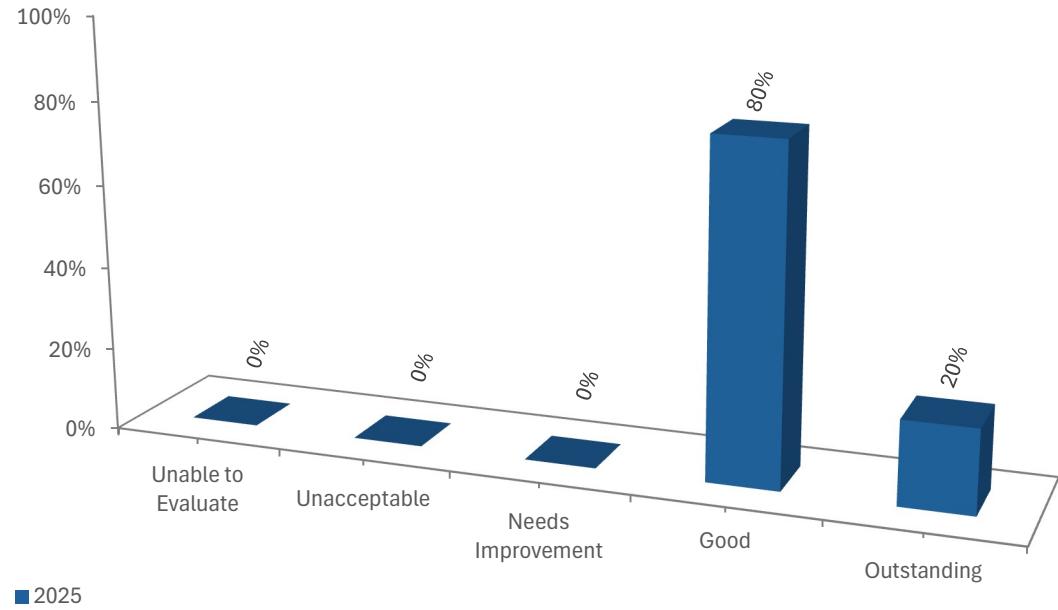
Fall 2025 (5 responses)

Mission and Planning

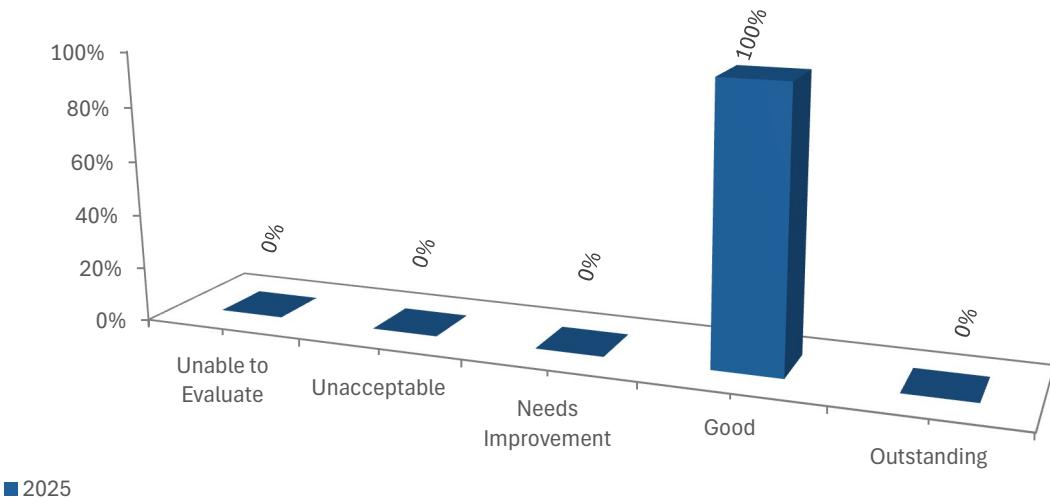
1. The Board regularly reviews the mission and purposes of the institution.



2. The Board spends adequate time discussing future needs and direction of the district.

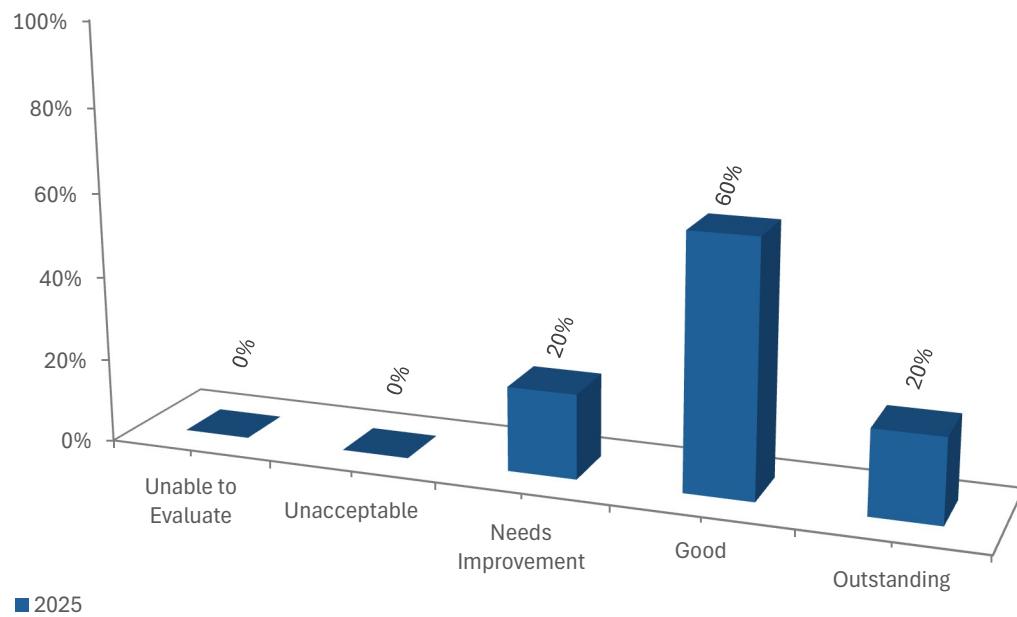


3. The Board assures that there is an effective planning process and is appropriately involved in the process.

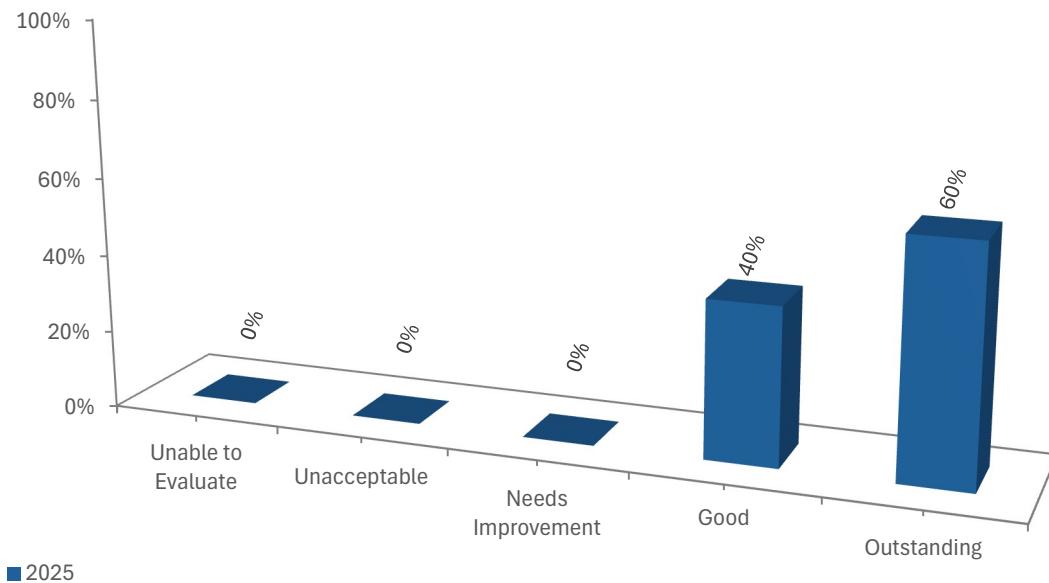


Note: This is the only question for which four rather than five responses were provided.

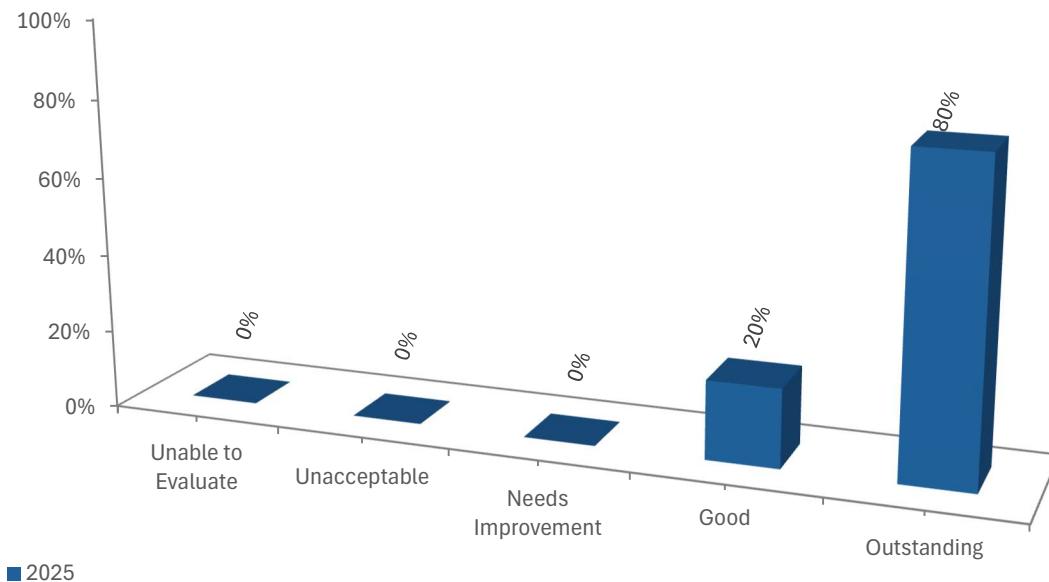
4. The Board assures that district plans are responsive to community needs.



5. The Board has adopted and monitors the implementation of the district's strategic, educational, and facilities master plans.

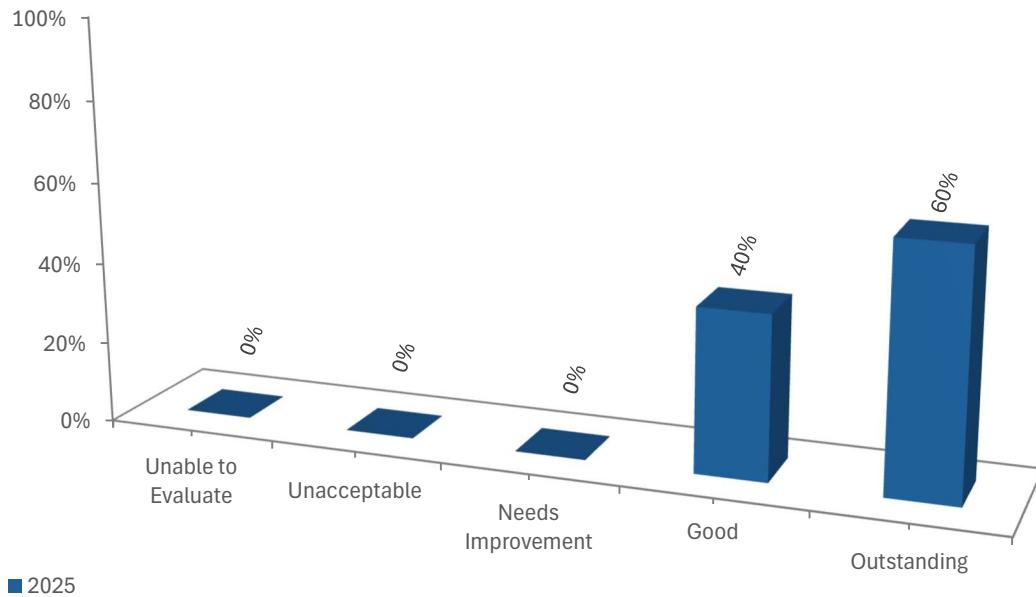


6. The Board sets annual goals or priorities in conjunction with the Chancellor (CEO) and monitors progress towards them.

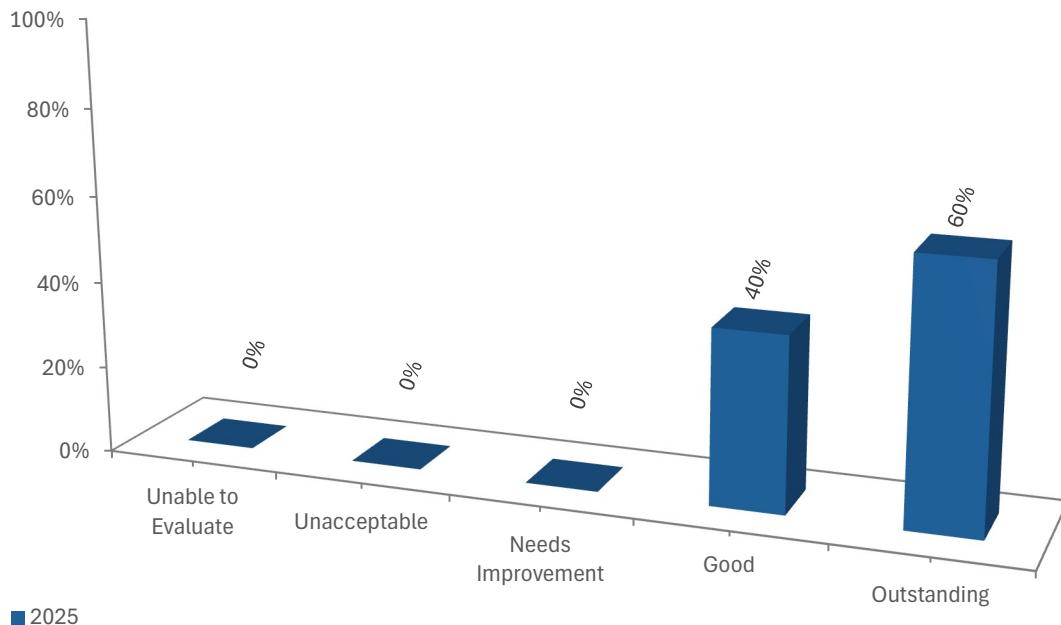


Policy Role

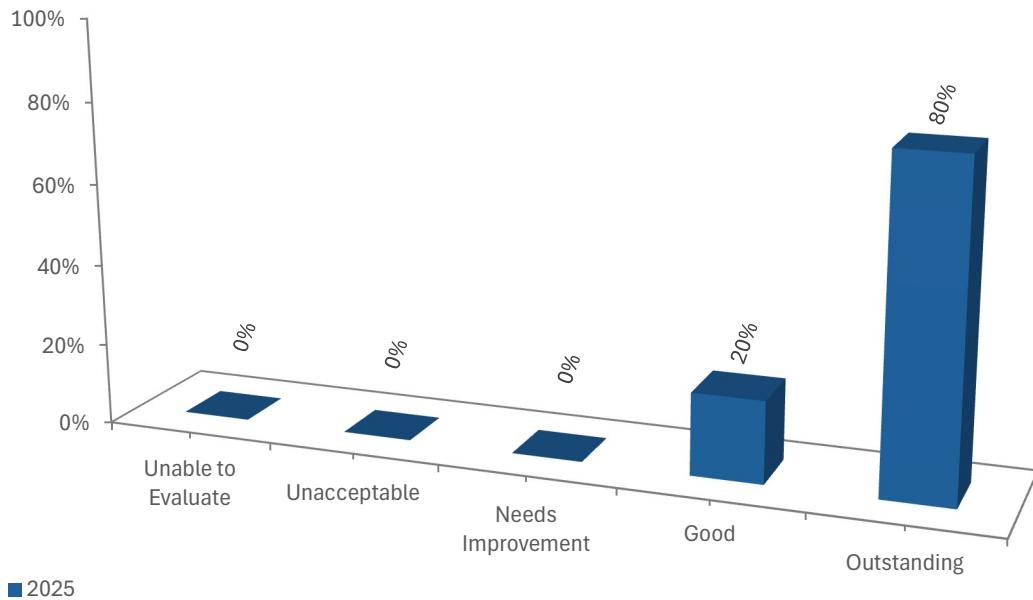
7. The Board clearly understands its policy role and differentiates its role from those of the CEO and college staff.



8. The Board assures that the district complies with relevant laws, regulations, and accreditation standards.

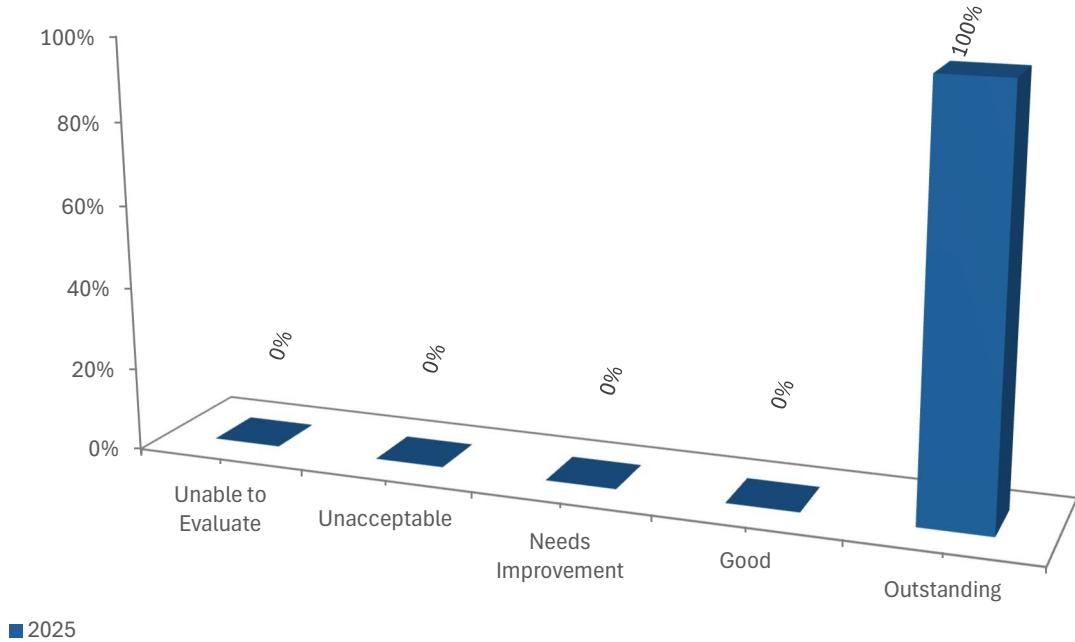


9. The Board relies on Board policy in making decisions and in guiding the work of the district.

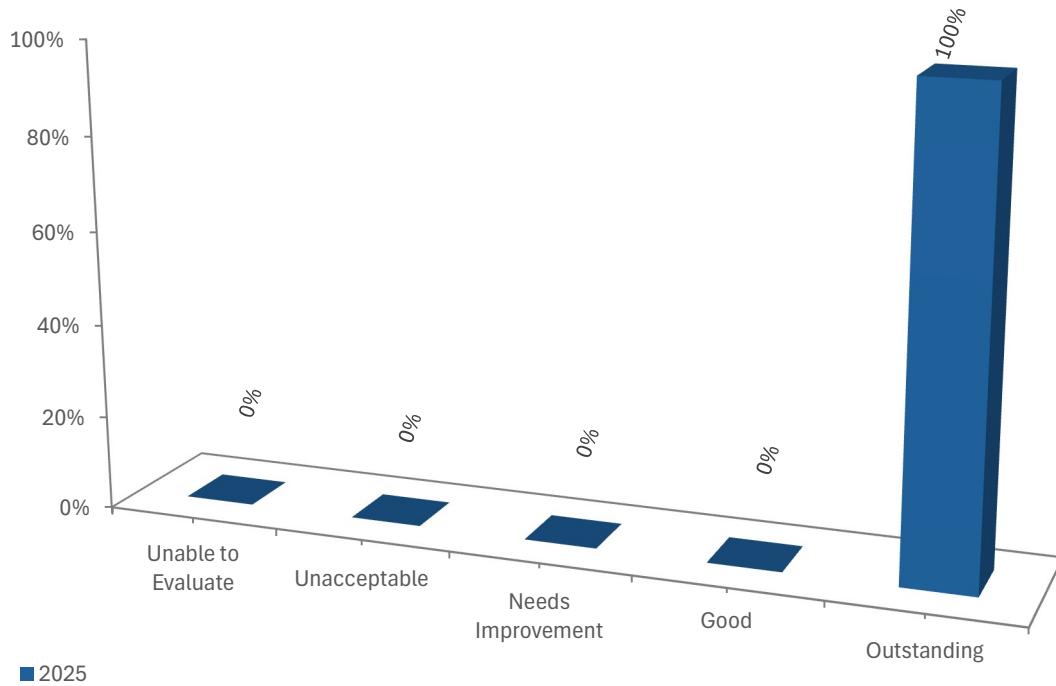


Board – CEO Relations

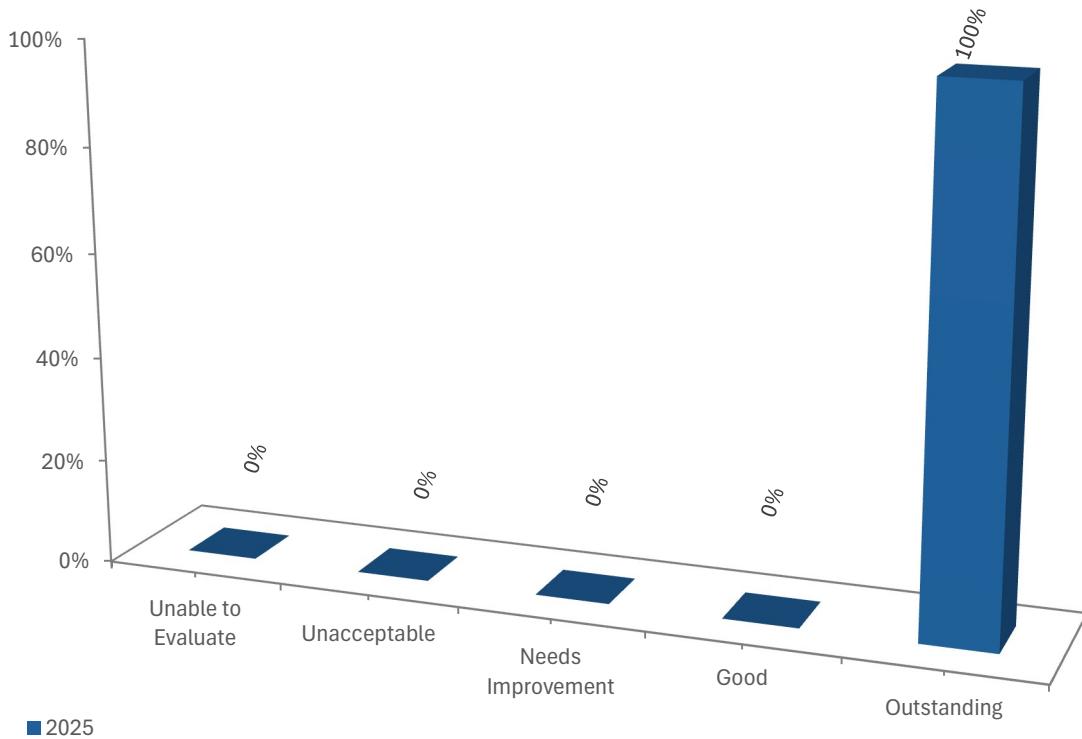
10. The Board maintains a positive working relationship with the CEO.



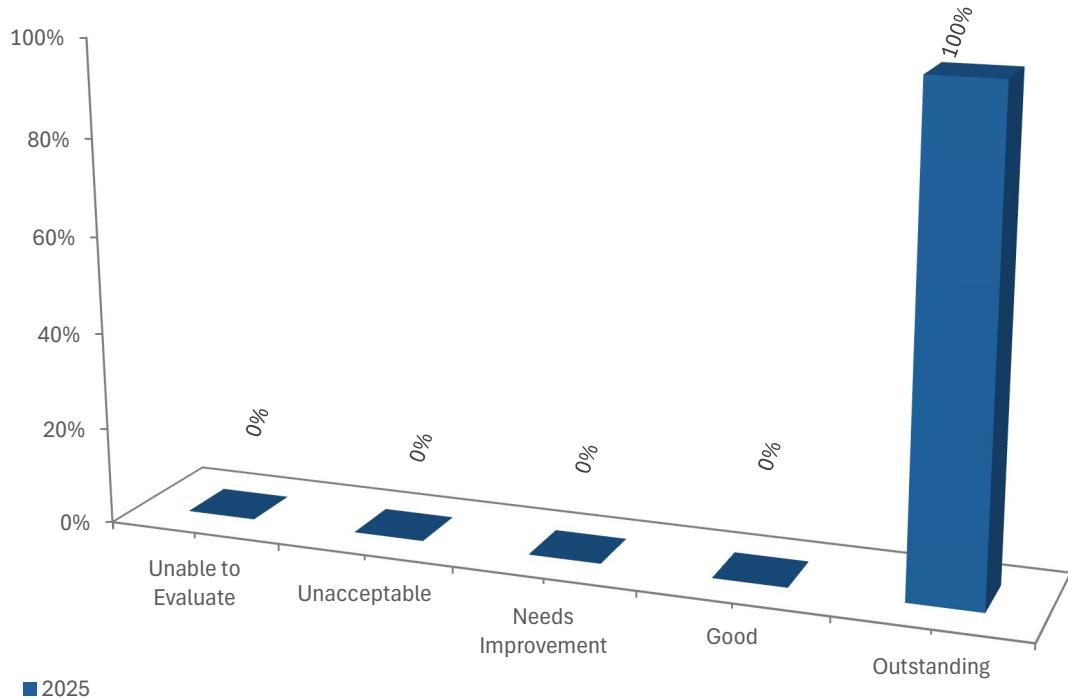
11. The Board clearly delegates the administration of the district to the CEO.



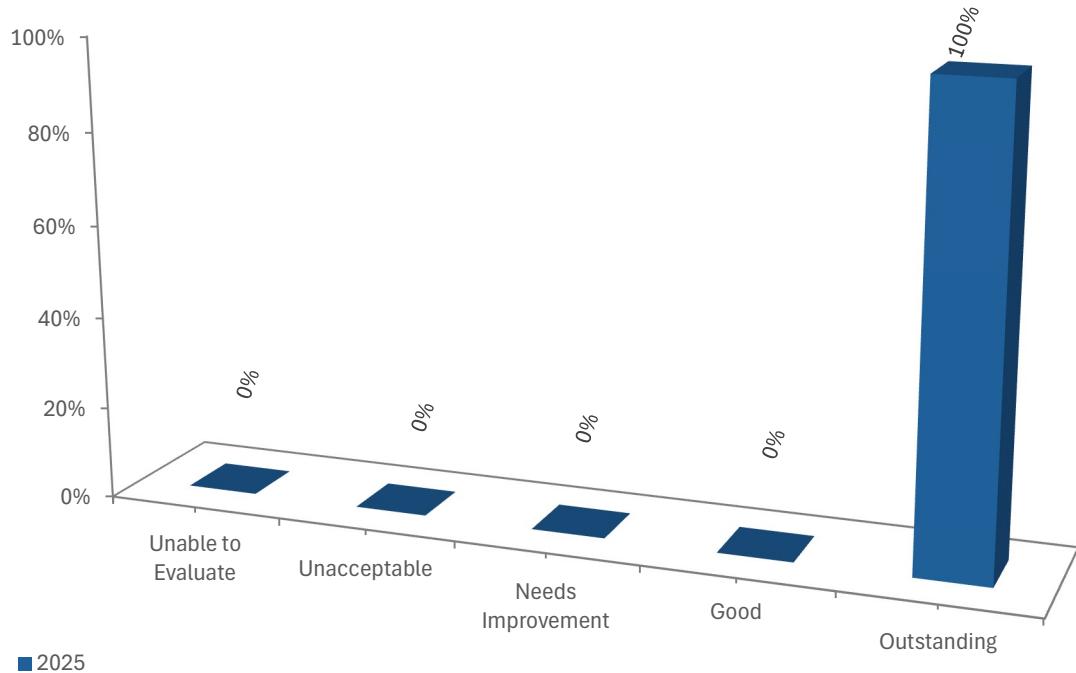
12. The Board sets and communicates clear expectations for CEO performance.



13. The Board regularly evaluates the CEO performance.

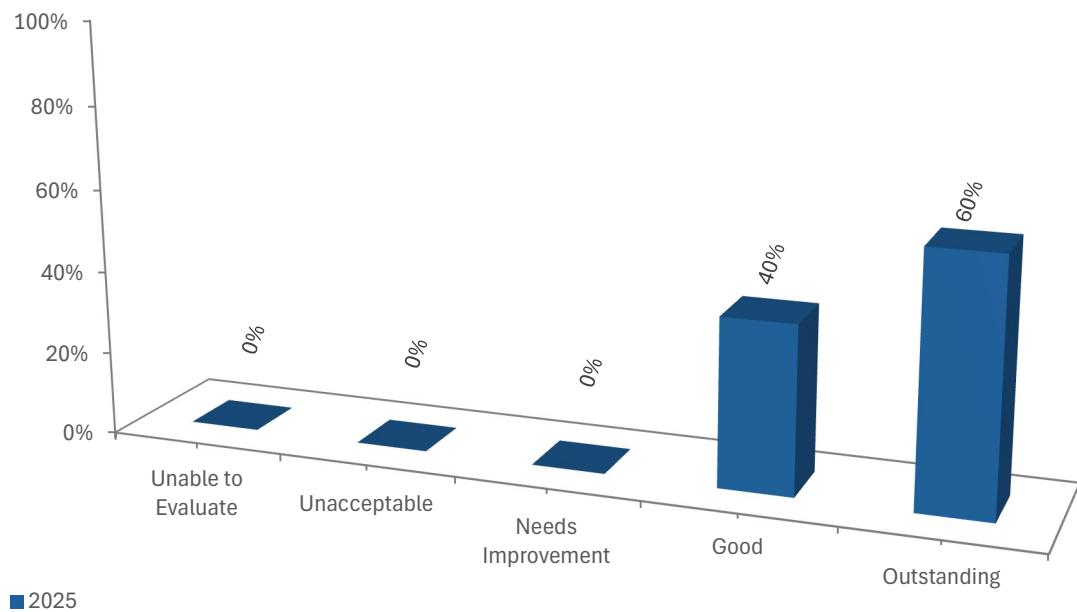


14. The Board periodically reviews the CEO contract to assure appropriate support and compensation.

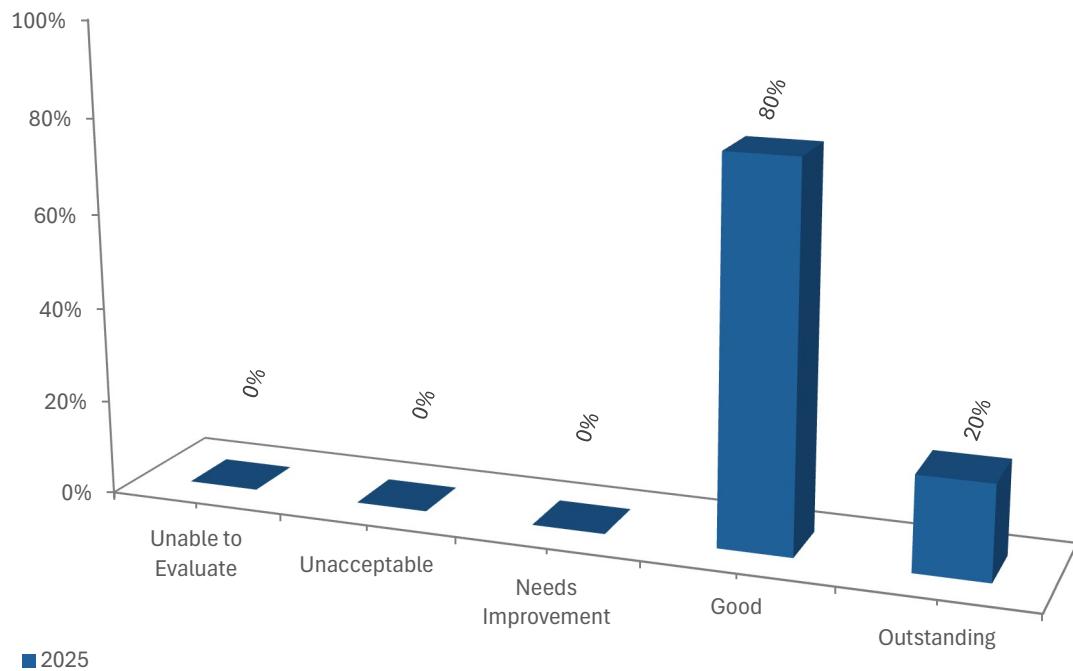


Community Relations & Advocacy

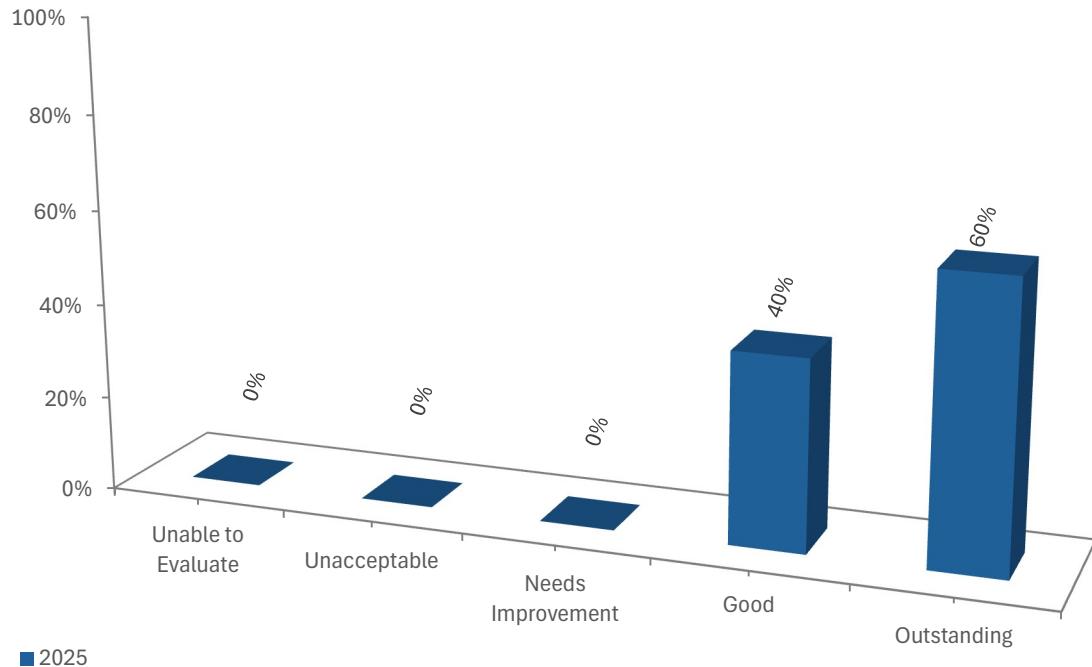
15. Board members act on behalf of the public, businesses, and residents in the district when making decisions.



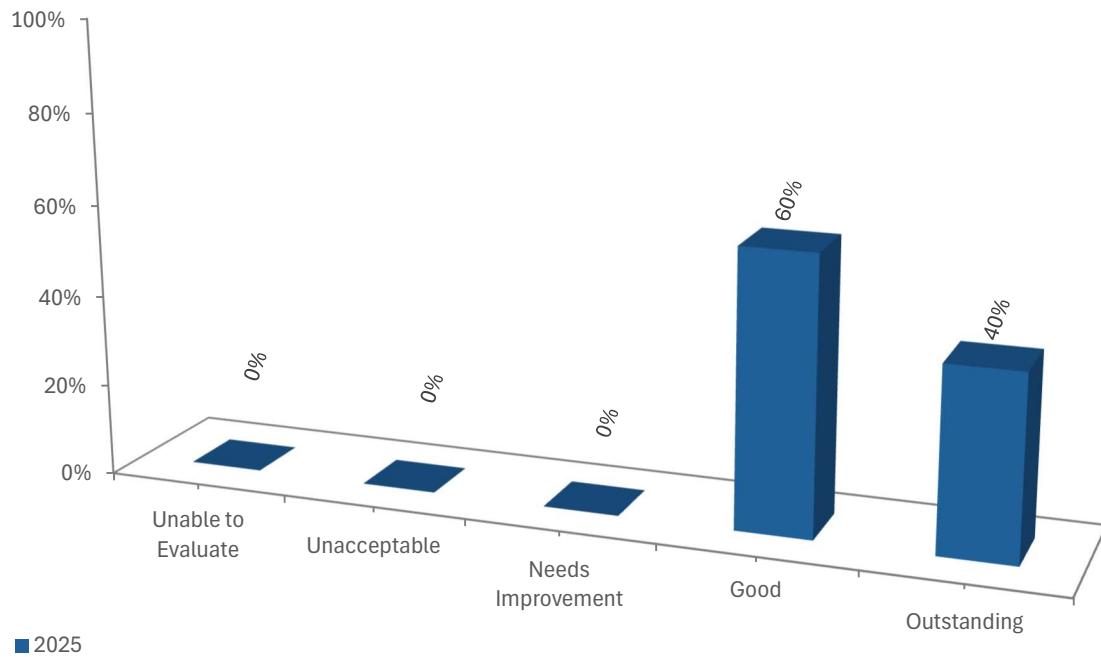
16. Board members are active in community affairs.



17. The Board advocates on behalf of the district to local, state, and federal governments.

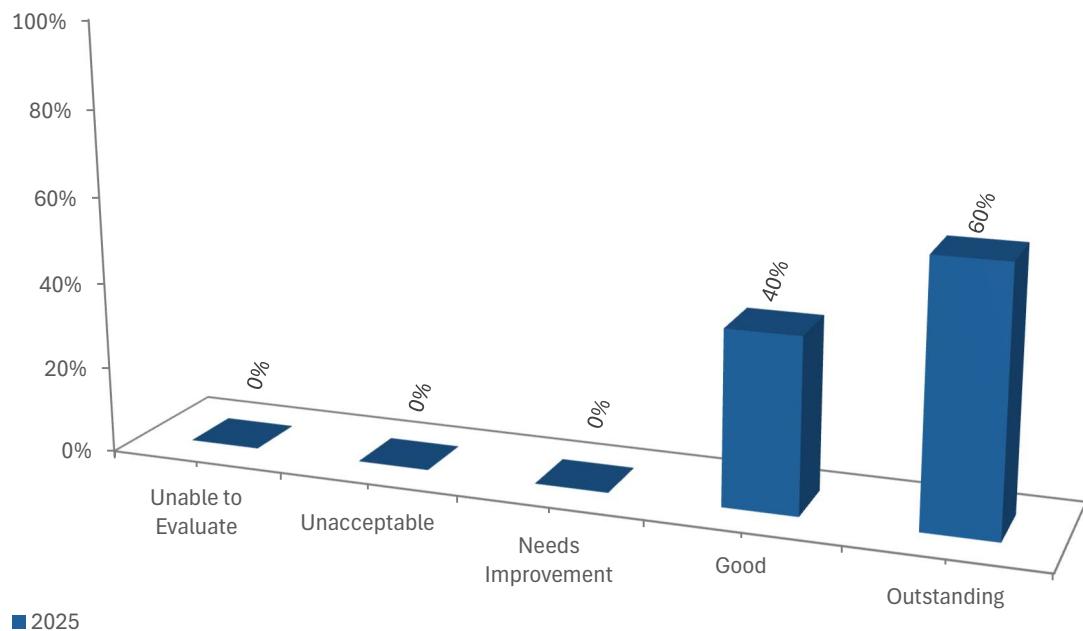


18. The Board actively supports the district's foundation(s) and fundraising efforts.

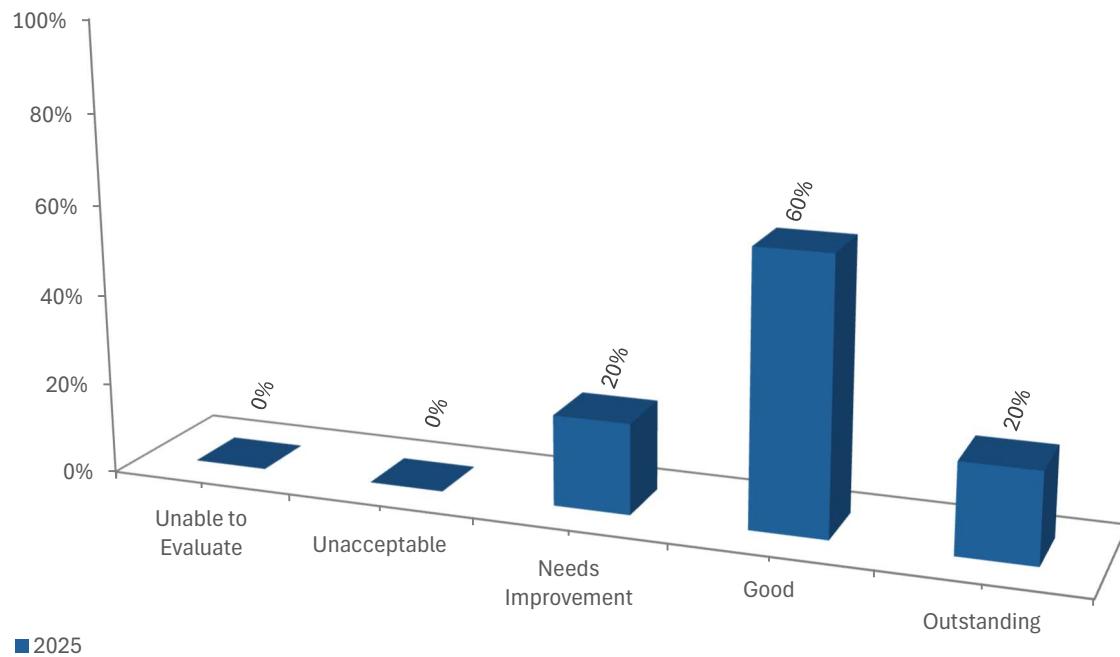


Educational Programs and Quality

19. The Board is knowledgeable about the district's programs and services.



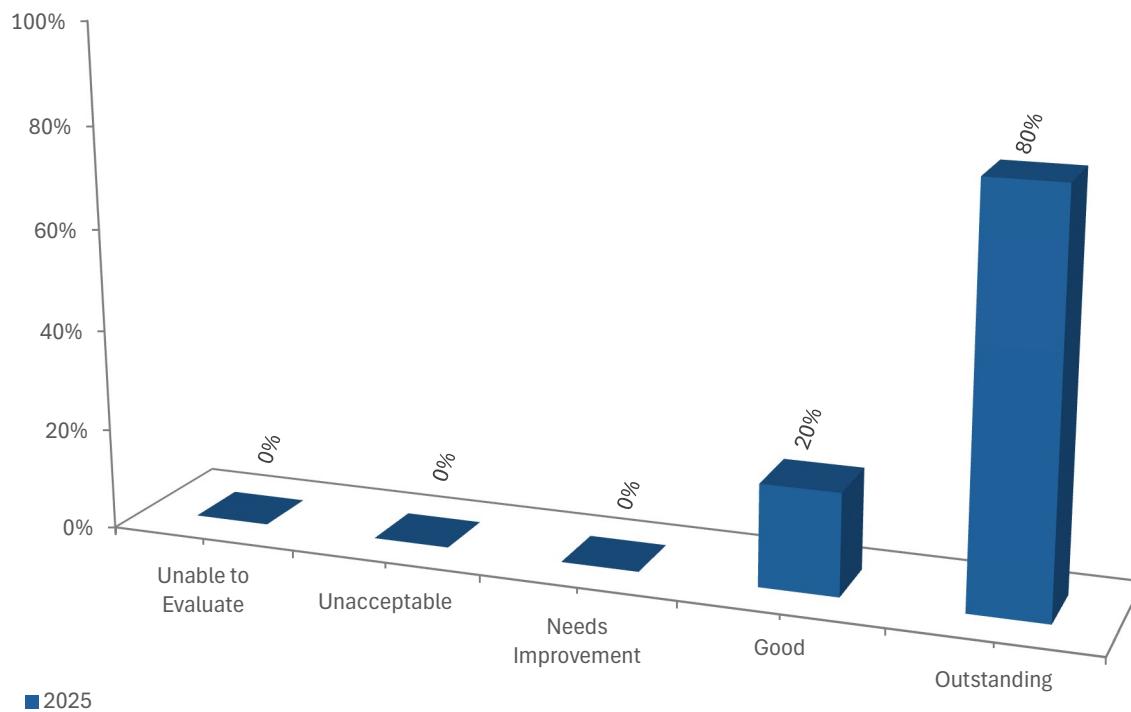
20. The Board is knowledgeable about the educational and workforce training needs in the community.



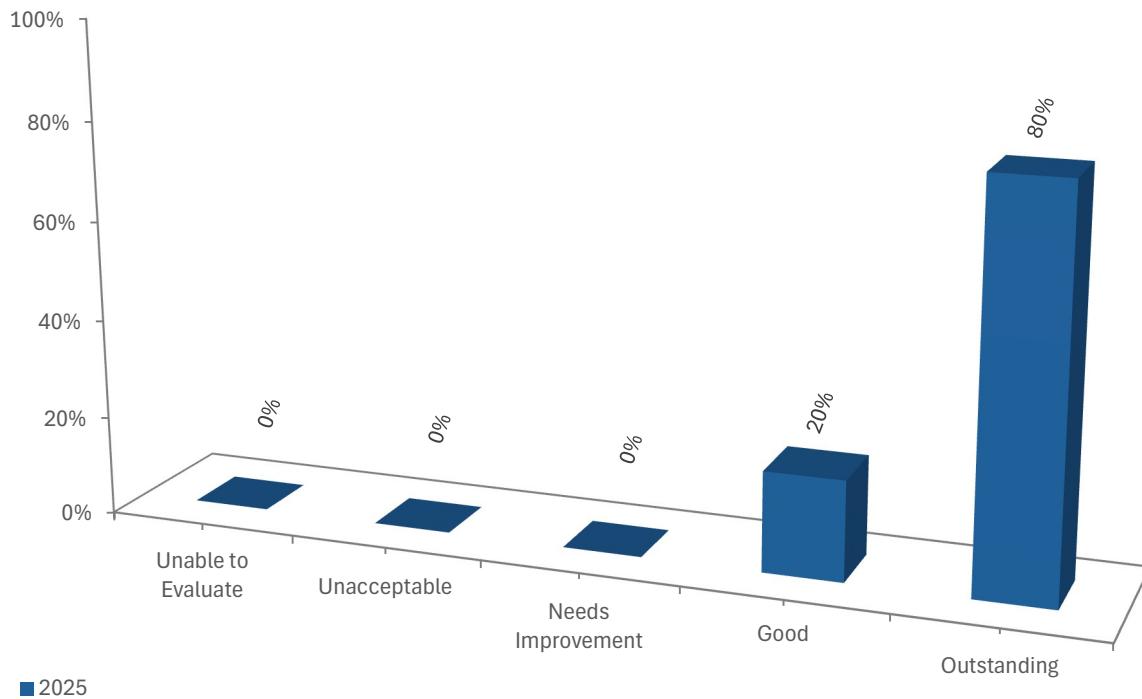
21. The Board has established expectations or standards that enable it to monitor the quality and effectiveness of the educational program.



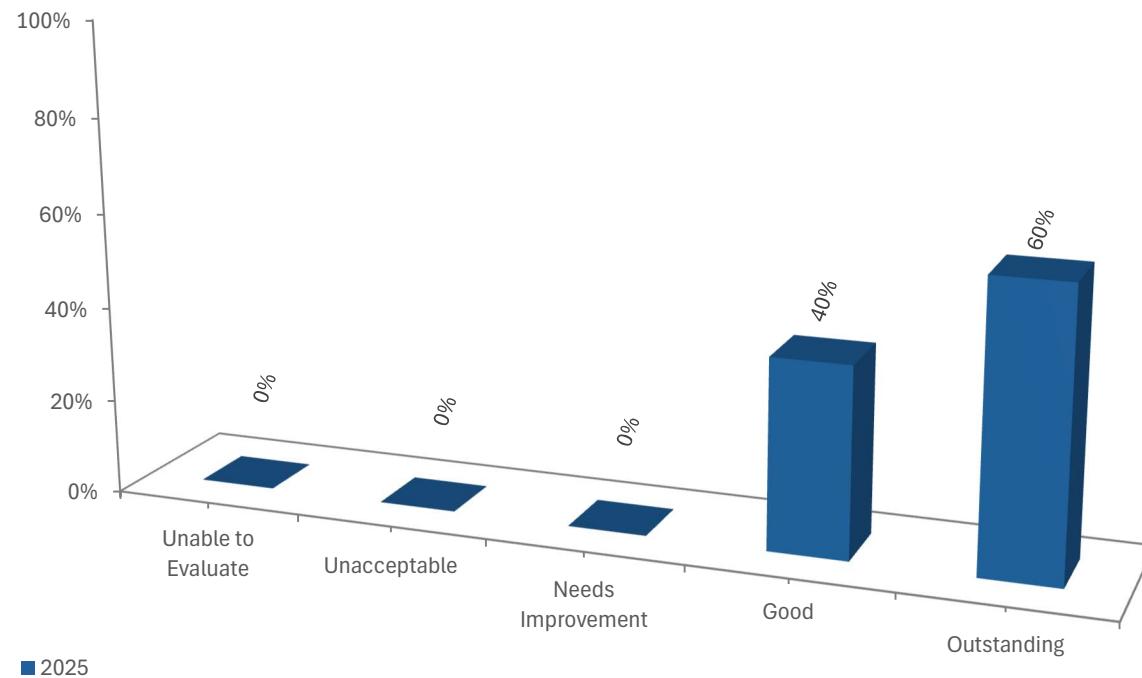
22. The Board regularly receives and reviews reports on institutional effectiveness.



23. The Board is appropriately involved in the accreditation process.

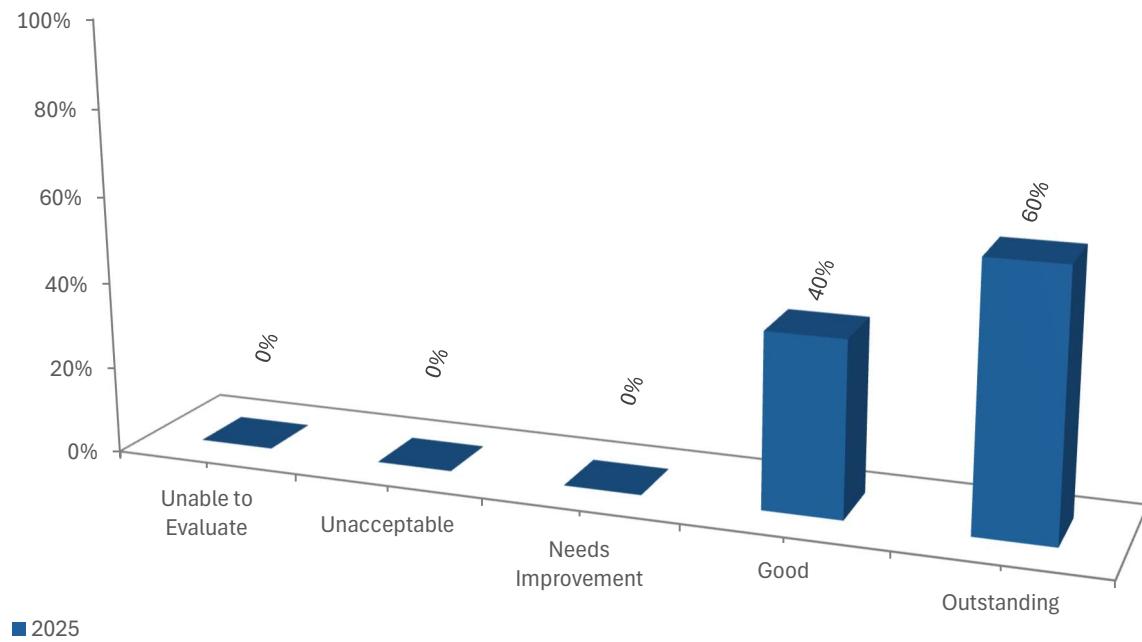


24. The Board understands and protects academic freedom.

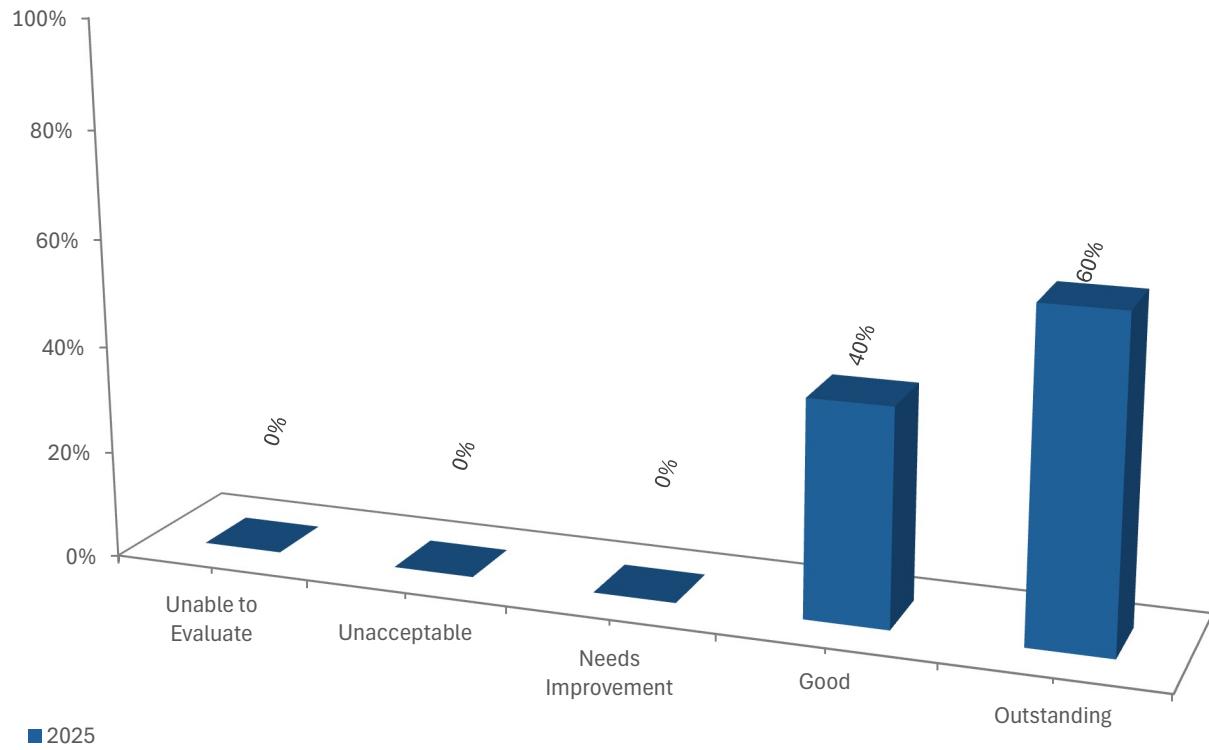


Fiduciary Role

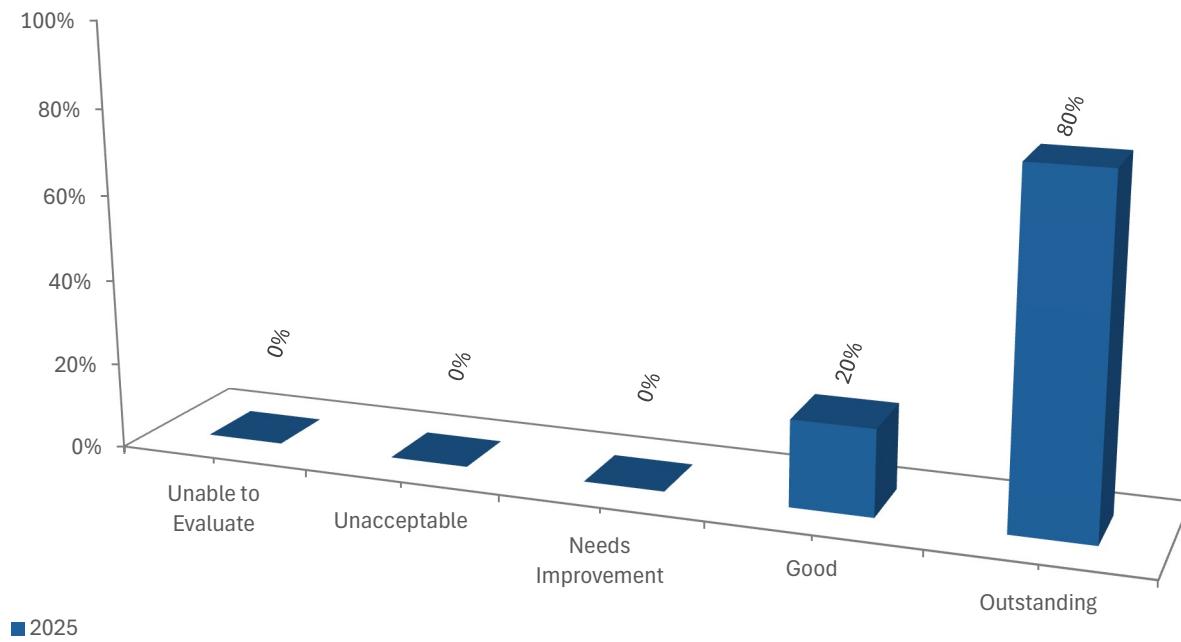
25. The Board assures that the budget reflects priorities in the district's plans.



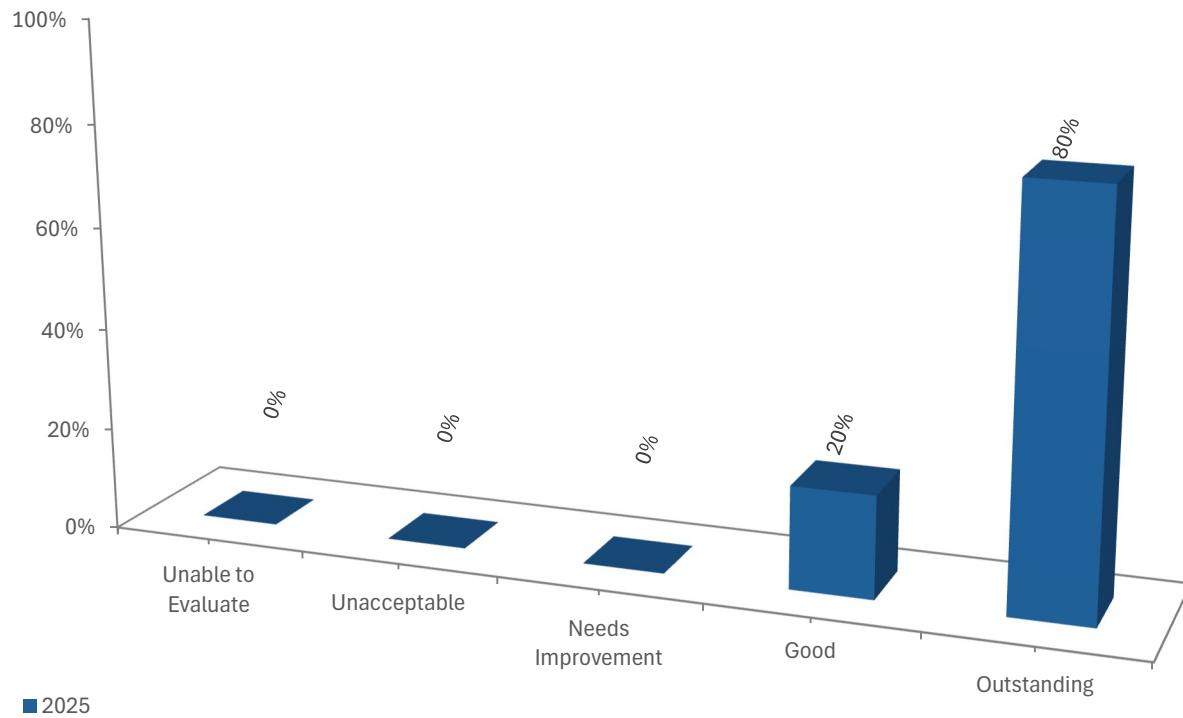
26. Board policies assure effective fiscal management and internal controls.



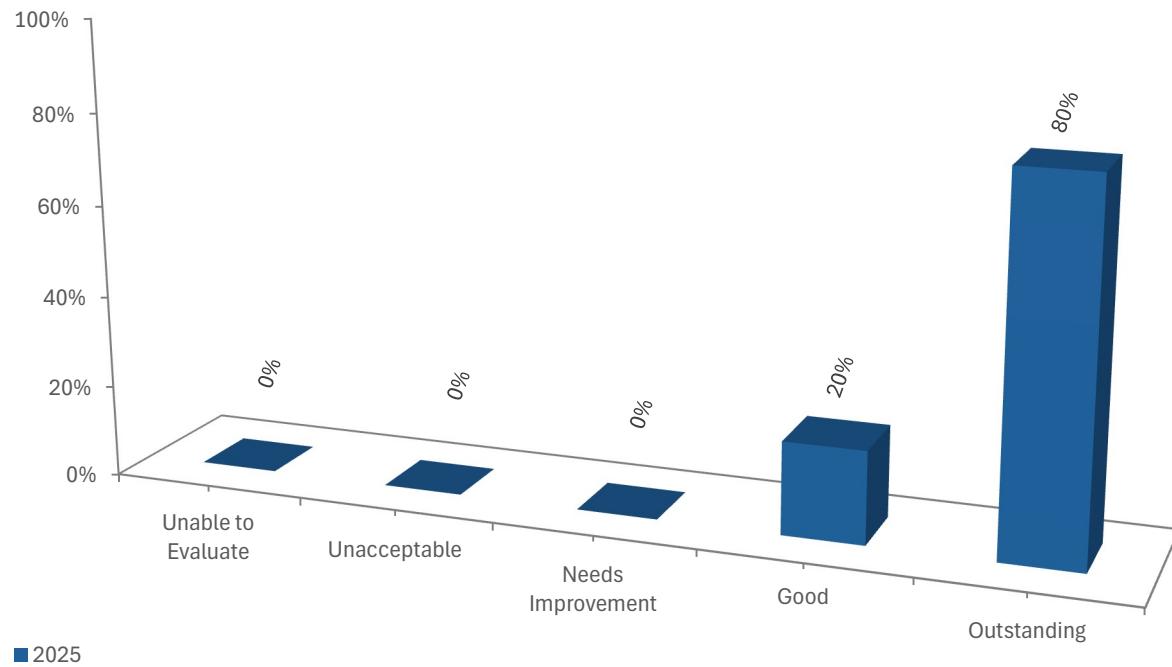
27. The Board regularly receives and reviews reports on the financial status of the institution.



28. The Board reviews the annual audit and monitors responses to recommendations.

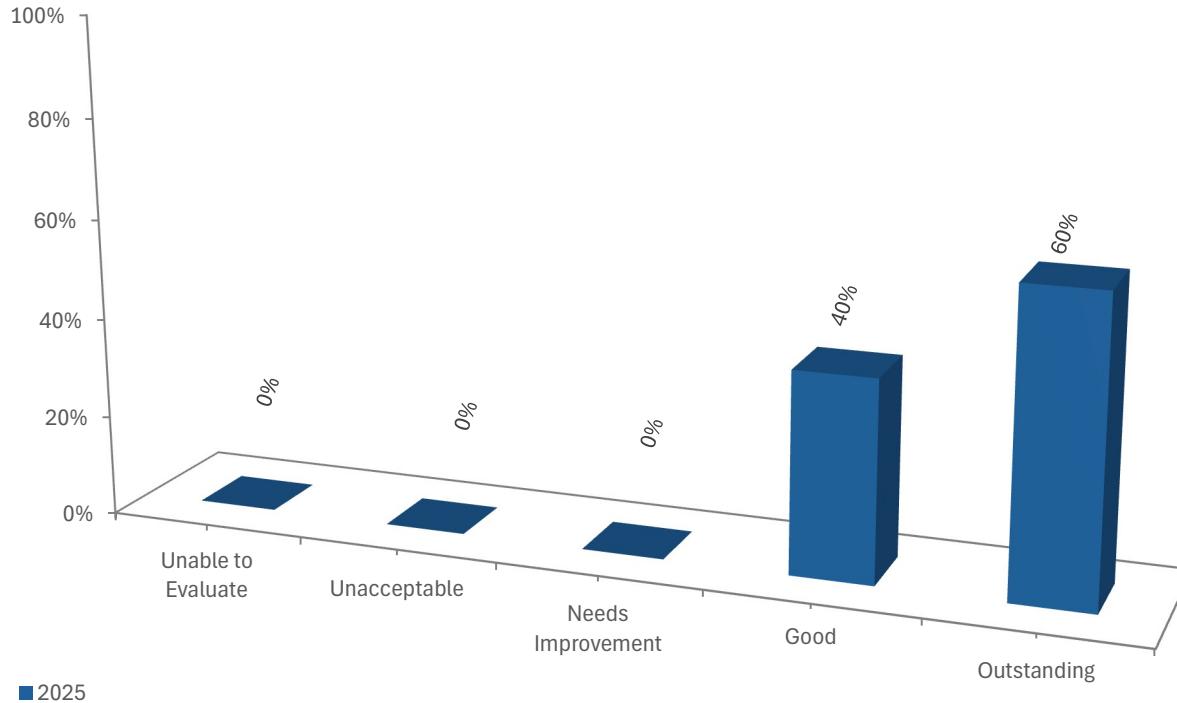


29. The Board maintains an adequate financial reserve.

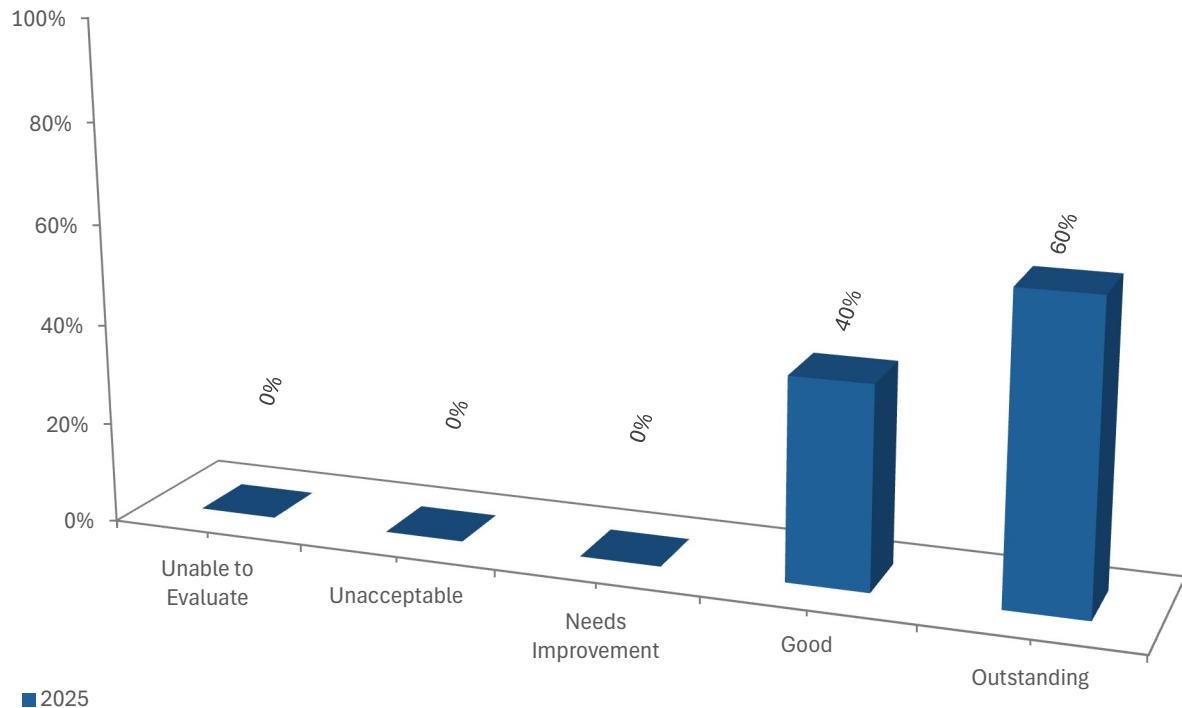


Human Resources and Staff Relations

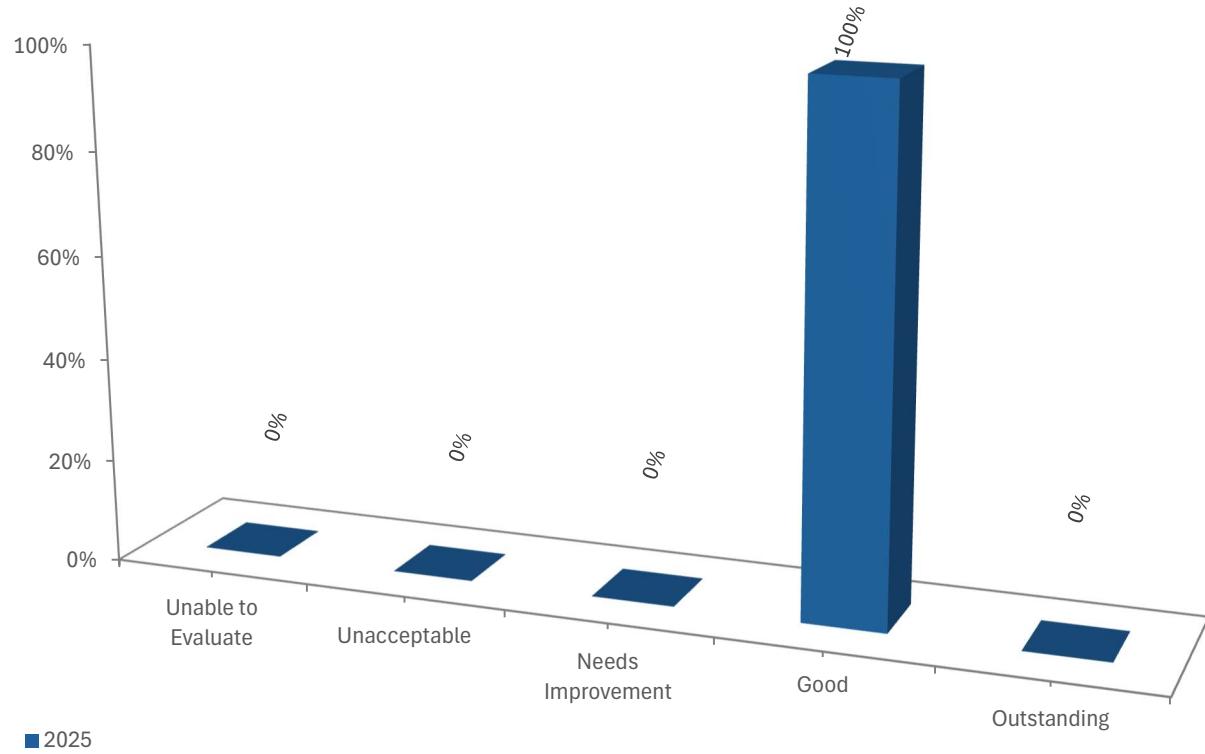
30. The Board's human resources policies provide for fair and equitable treatment of staff.



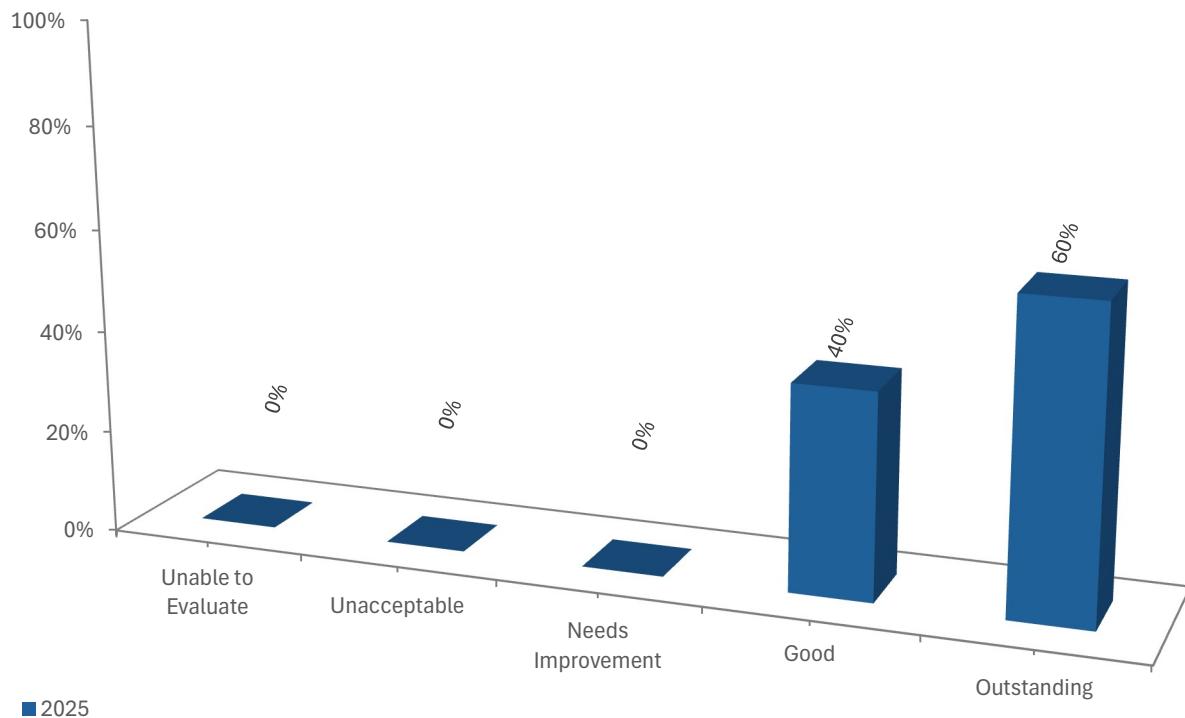
31. The Board has established and follows clear parameters for collective bargaining.



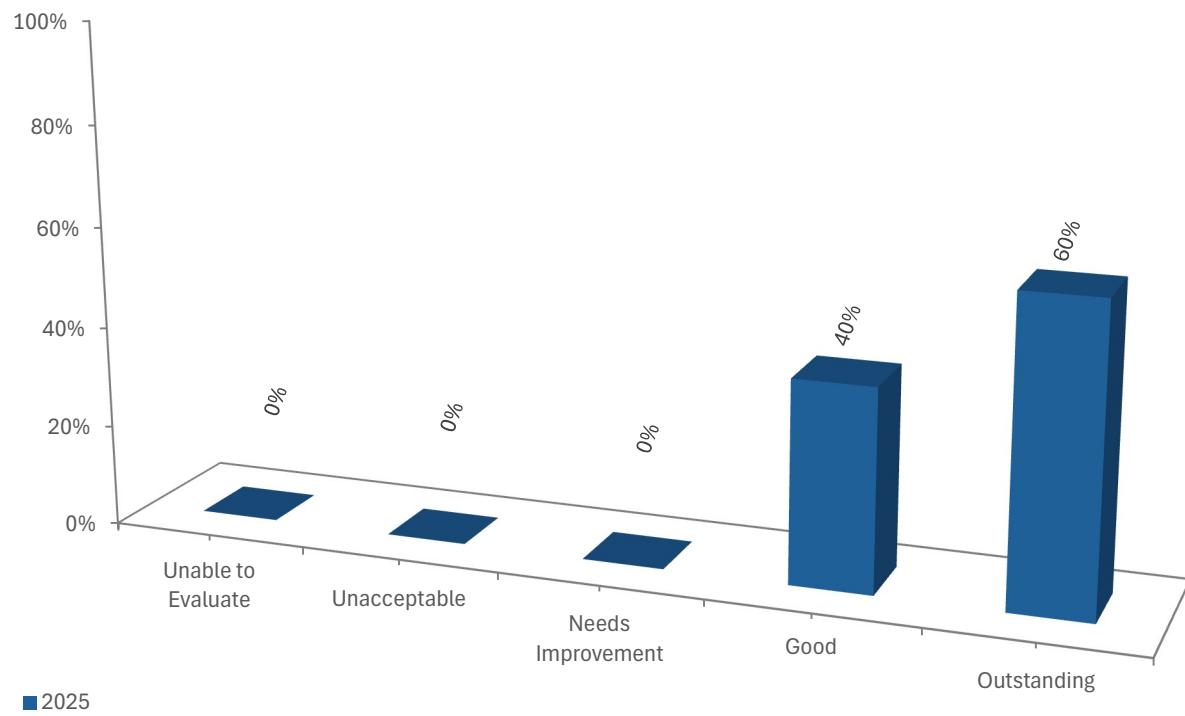
32. The Board has and follows protocols regarding communication with district office and college employees.



33. Board members refrain from attempting to manage employee work.

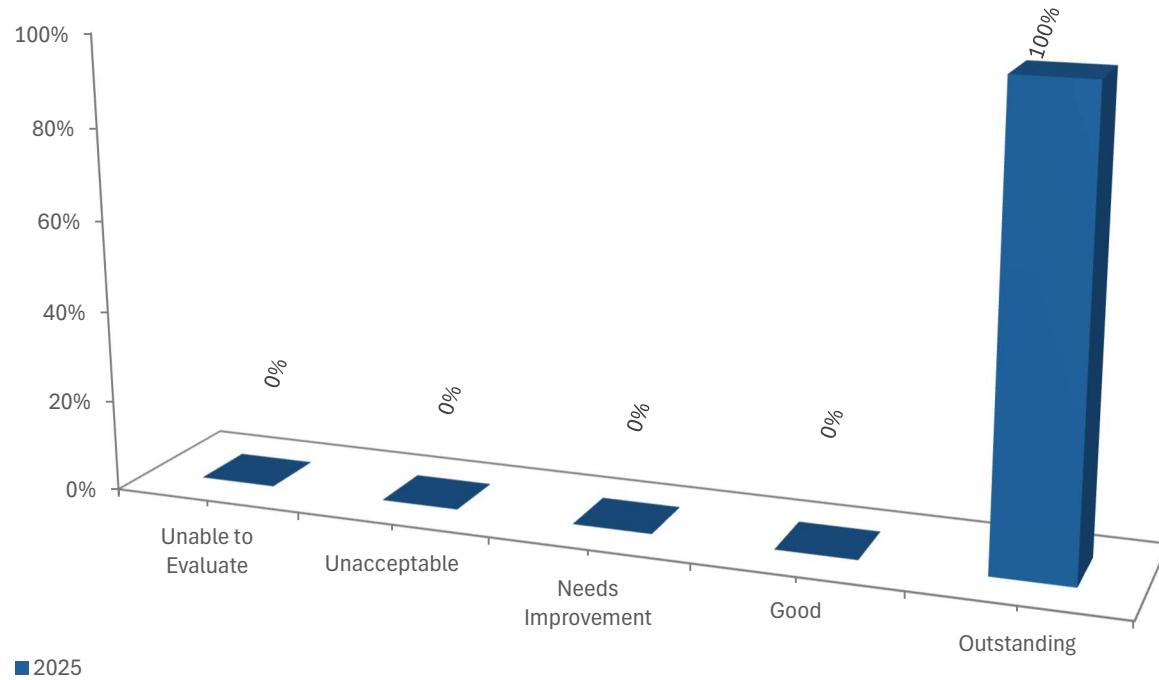


34. The Board expects and supports faculty, staff, and student participation in college decision-making.

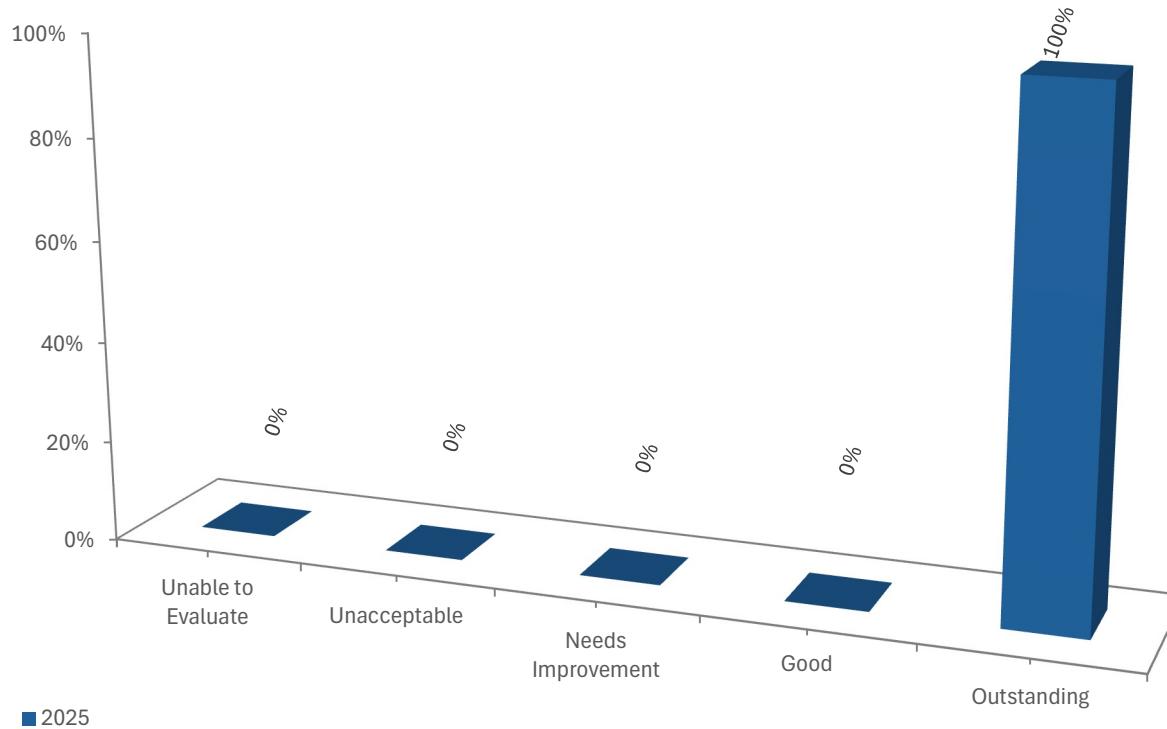


Board Leadership

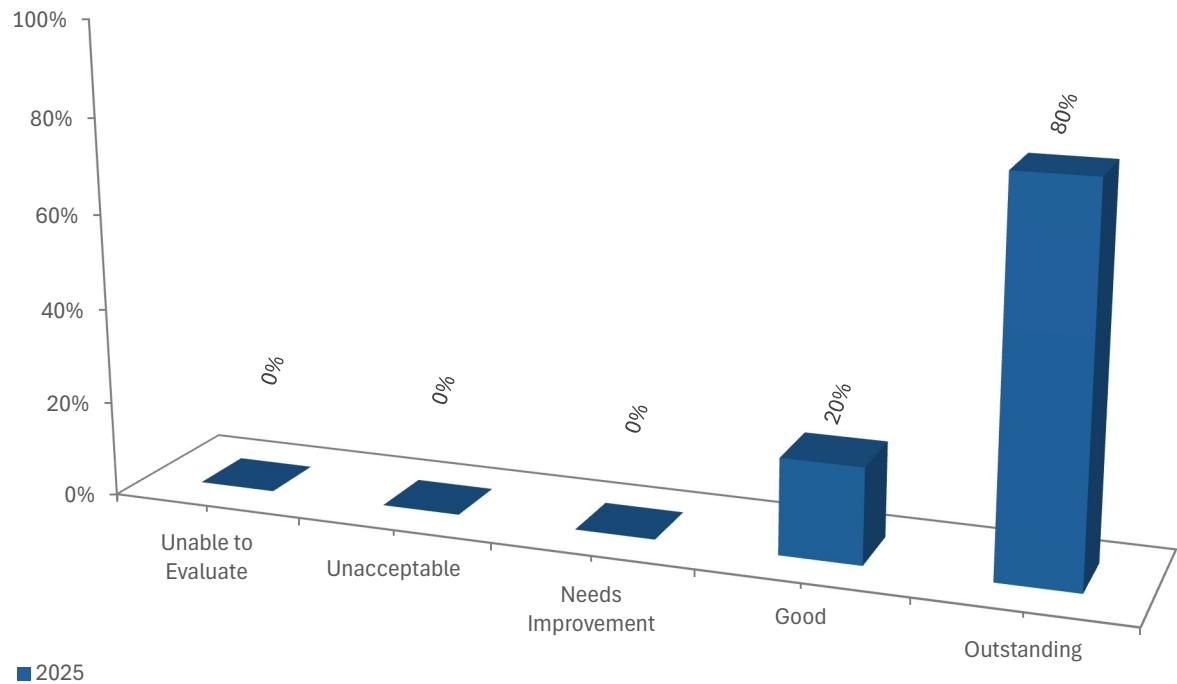
35. The Board understands its roles and responsibilities.



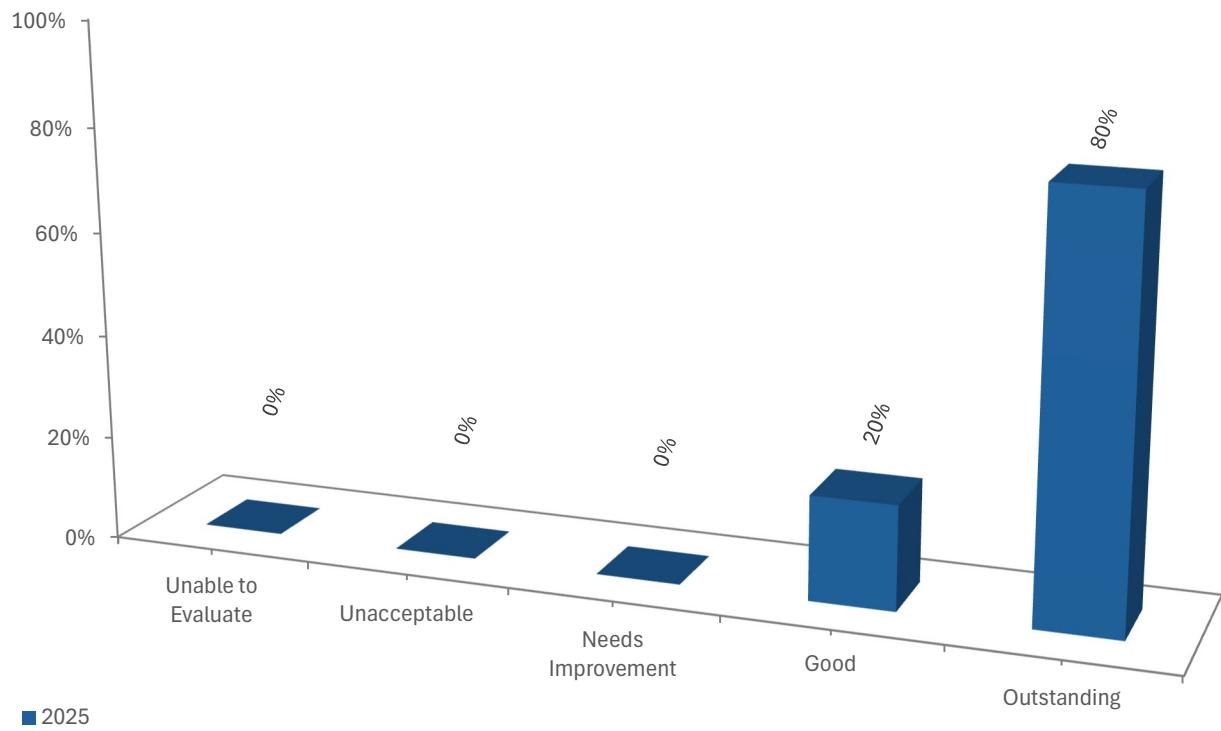
36. The Board expresses its authority only as a unit.



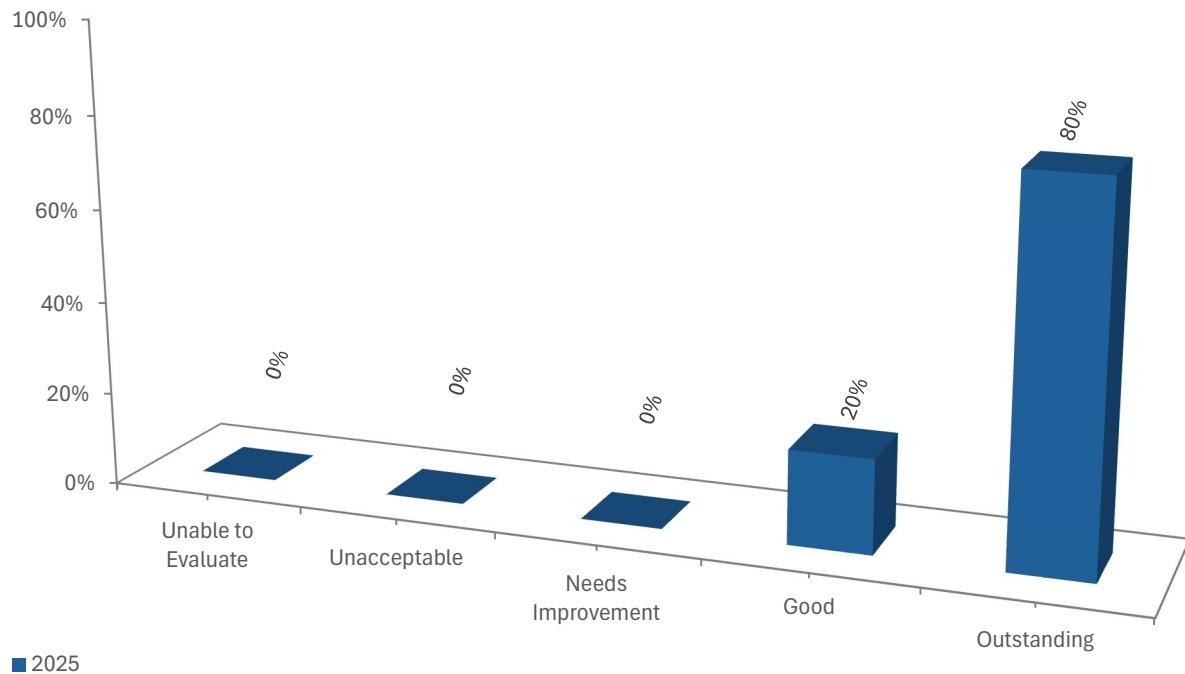
37. Board members understand that they have no legal authority outside Board meetings.



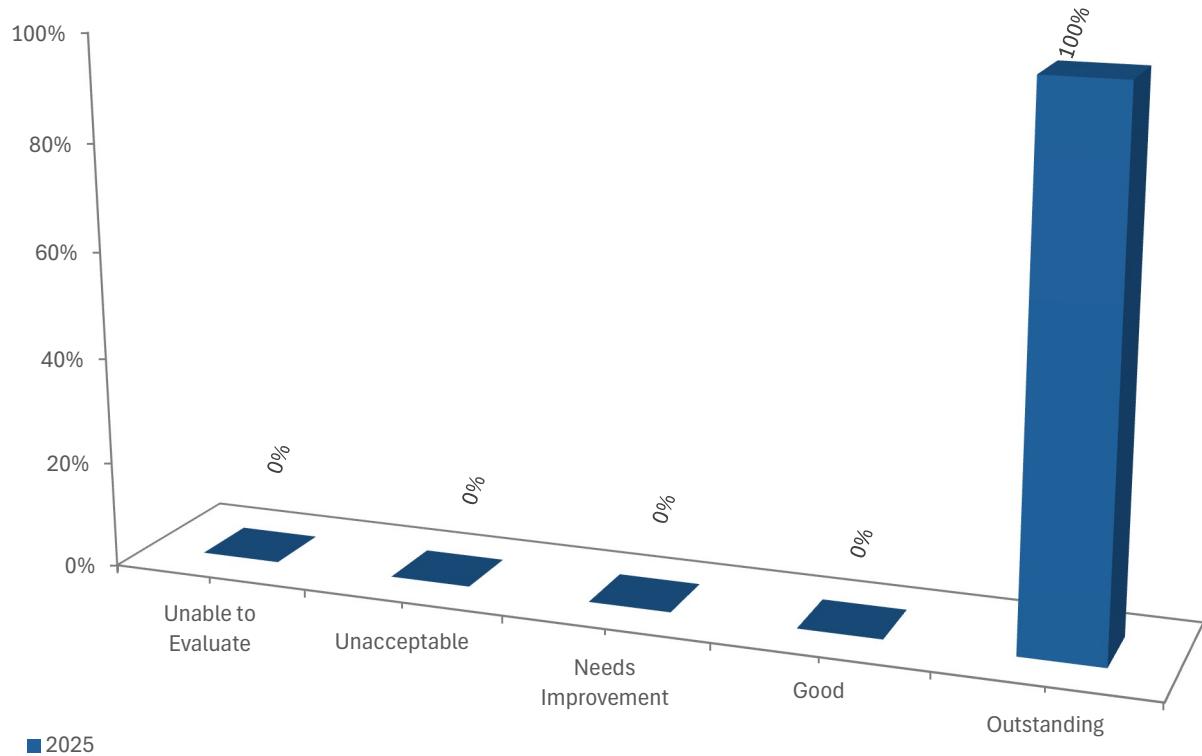
38. The Board regularly reviews its code of ethics or standards of practice and has a policy on addressing violations of the code.



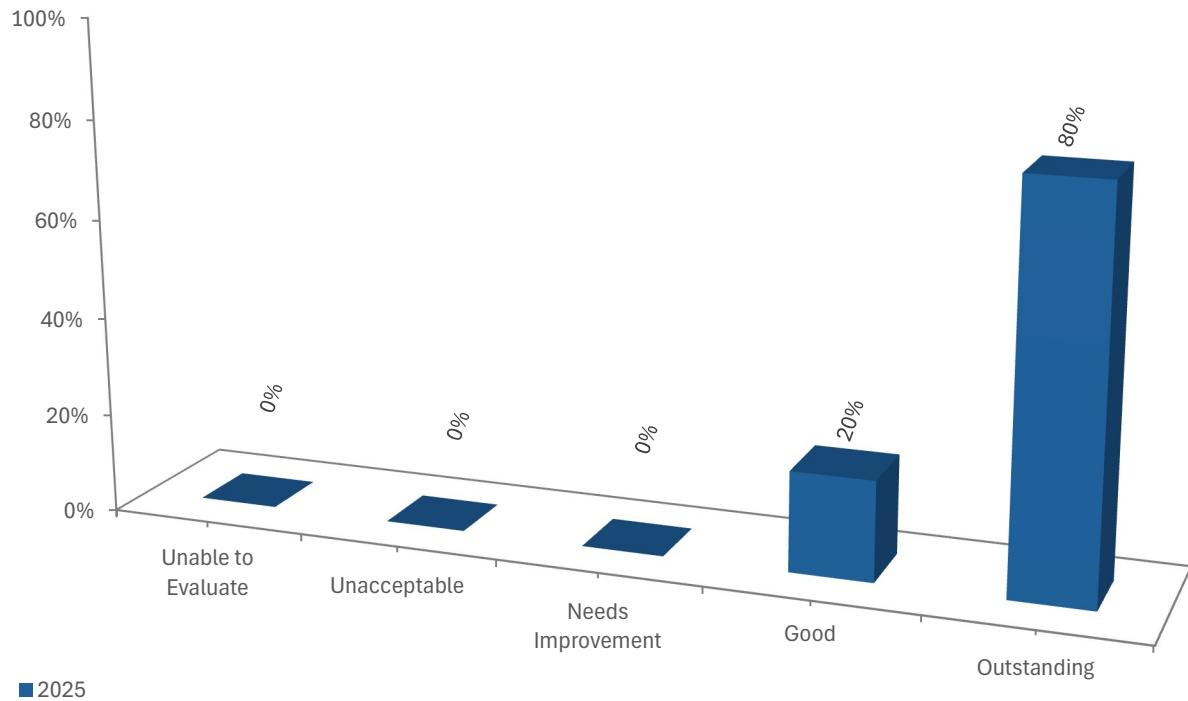
39. Board members uphold and comply with the Board's code of ethics.



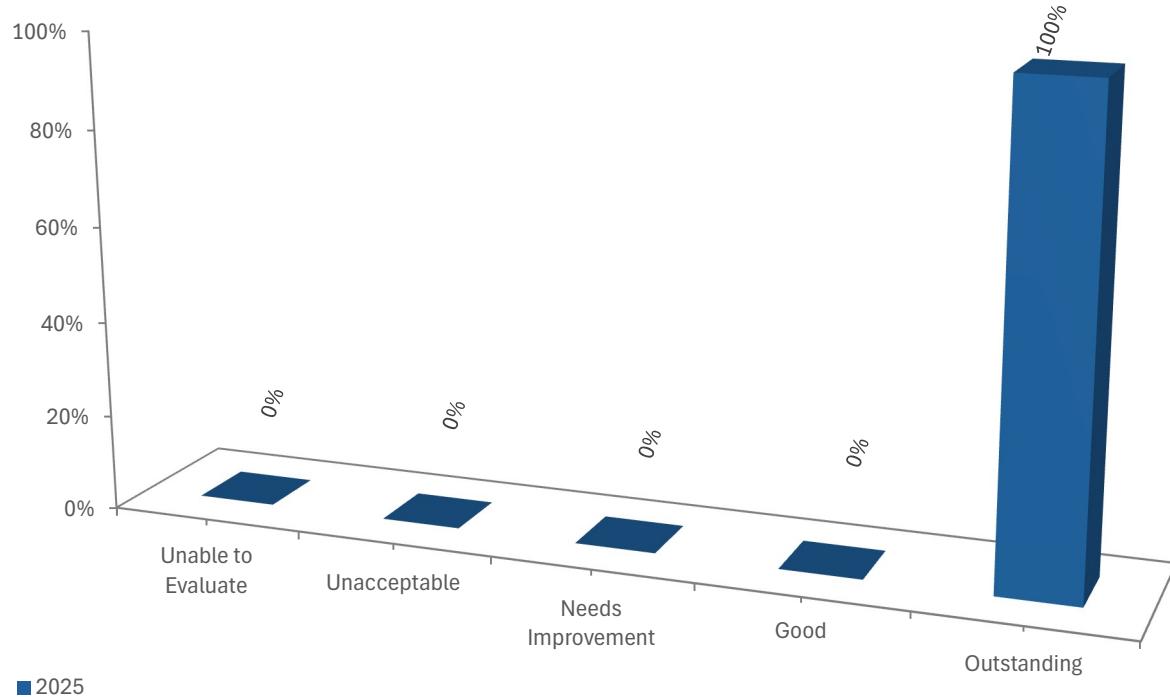
40. Board members avoid conflicts of interest and the perception of such conflicts.



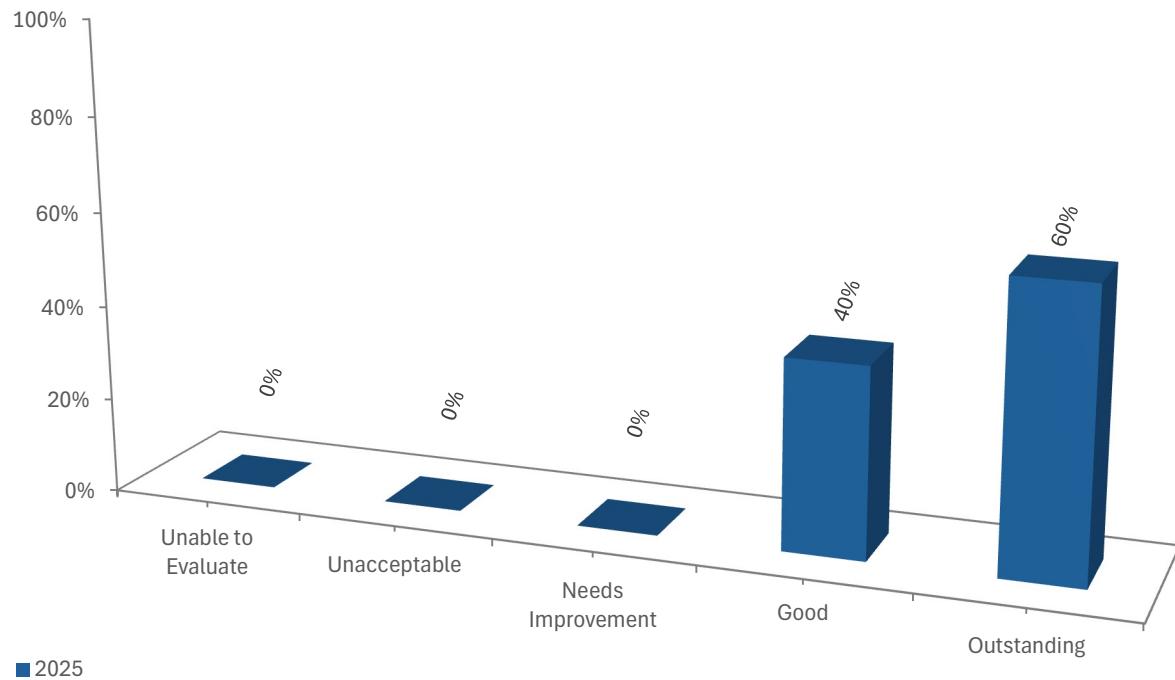
41. Board members annually file a statement of economic interests.



42. Once a decision is made, Board members uphold the decision of the Board.

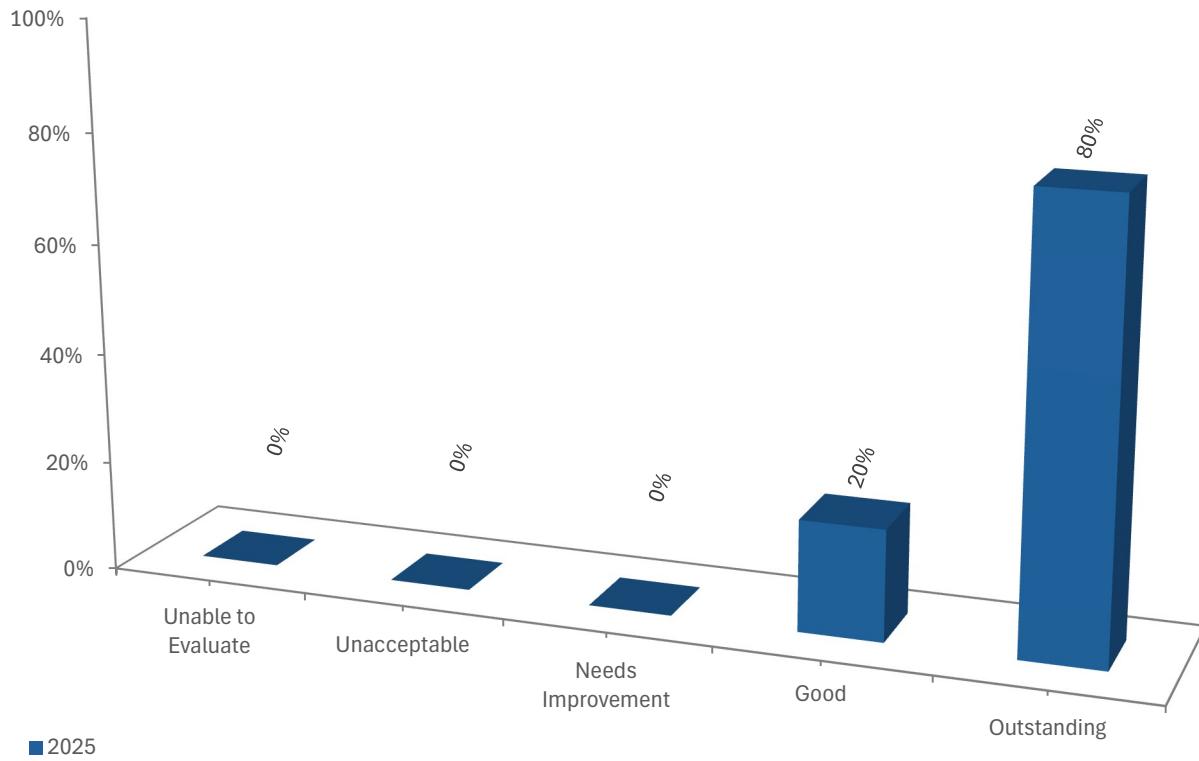


43. Board discussions and relationships reflect a climate of trust and respect.

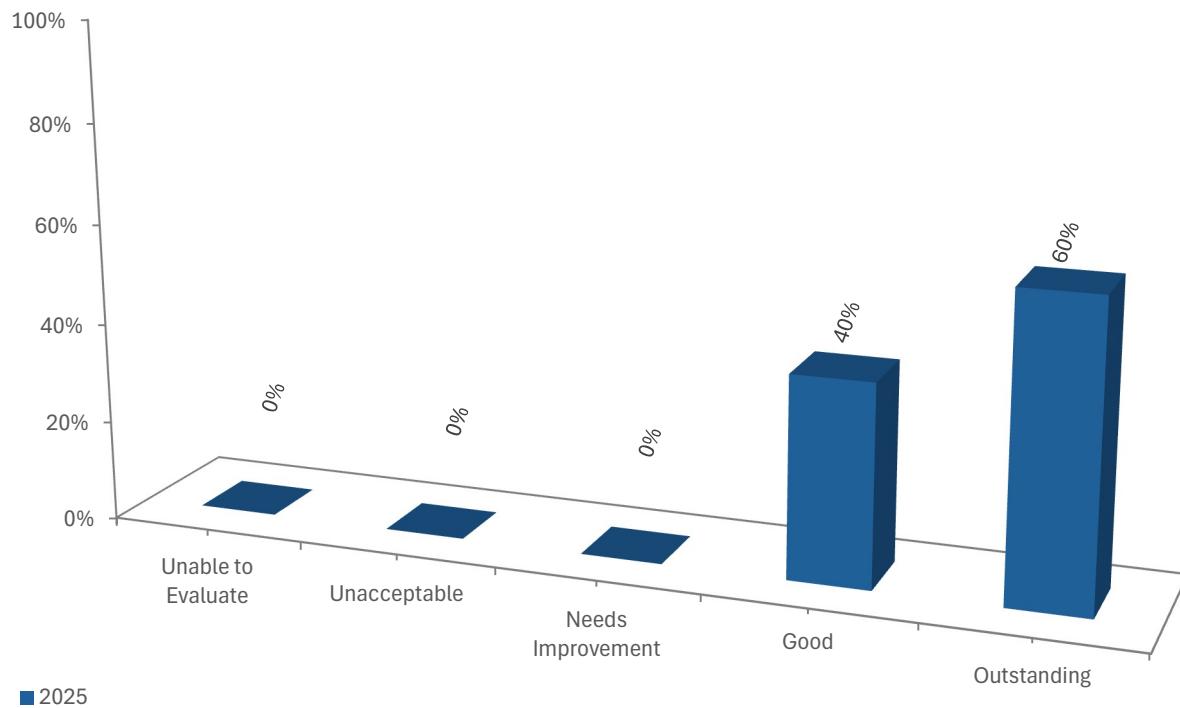


Board Meetings

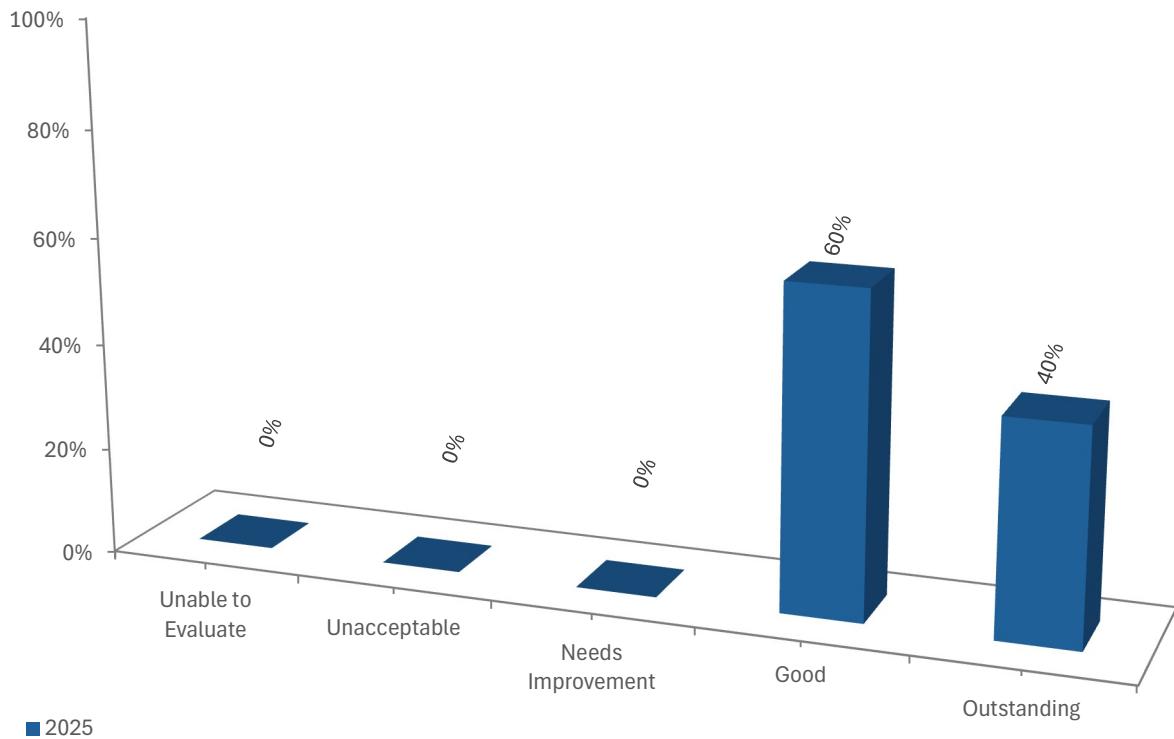
44. Board meetings are conducted in an orderly, efficient manner.



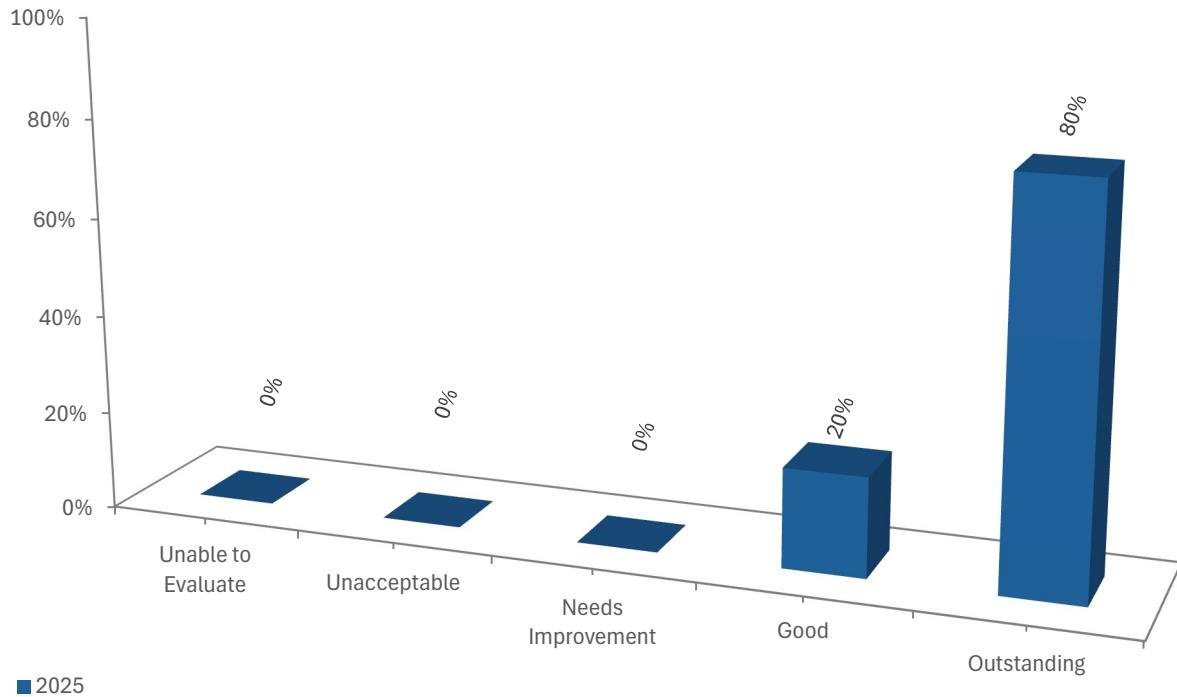
45. Board meetings and study sessions provide sufficient opportunity to explore key issues.



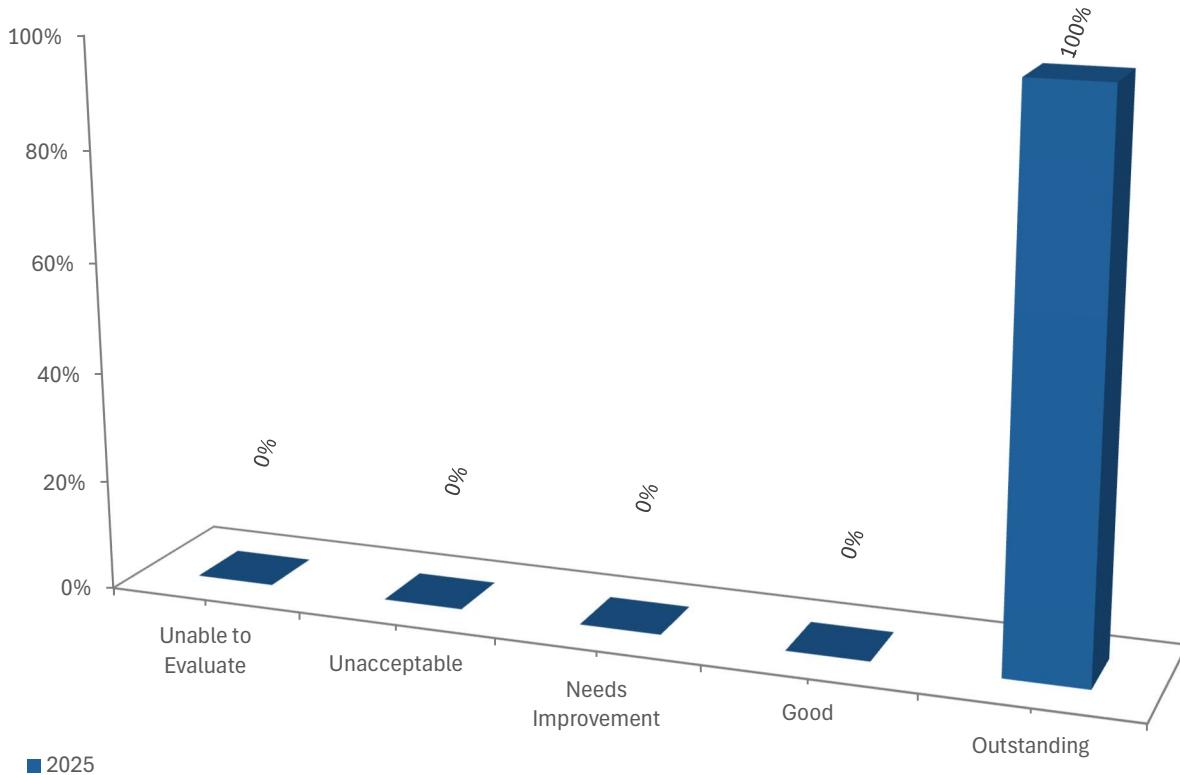
46. Agenda items provide sufficient information to enable good Board decision-making.



47. The Board understands and adheres to the Brown Act.

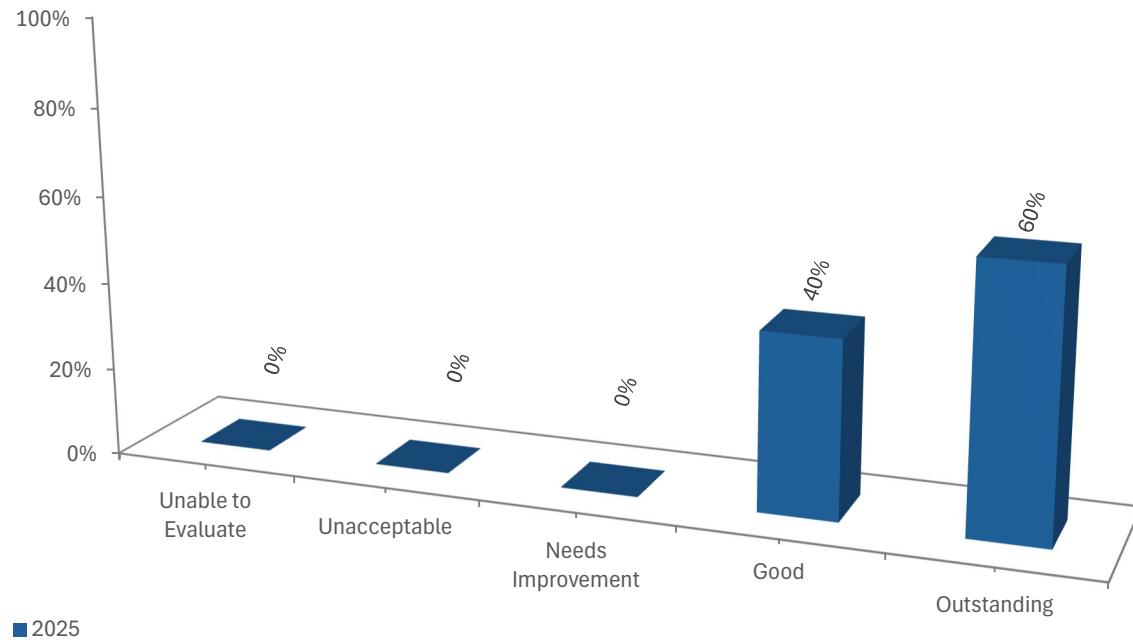


48. The Board maintains confidentiality of privileged information.

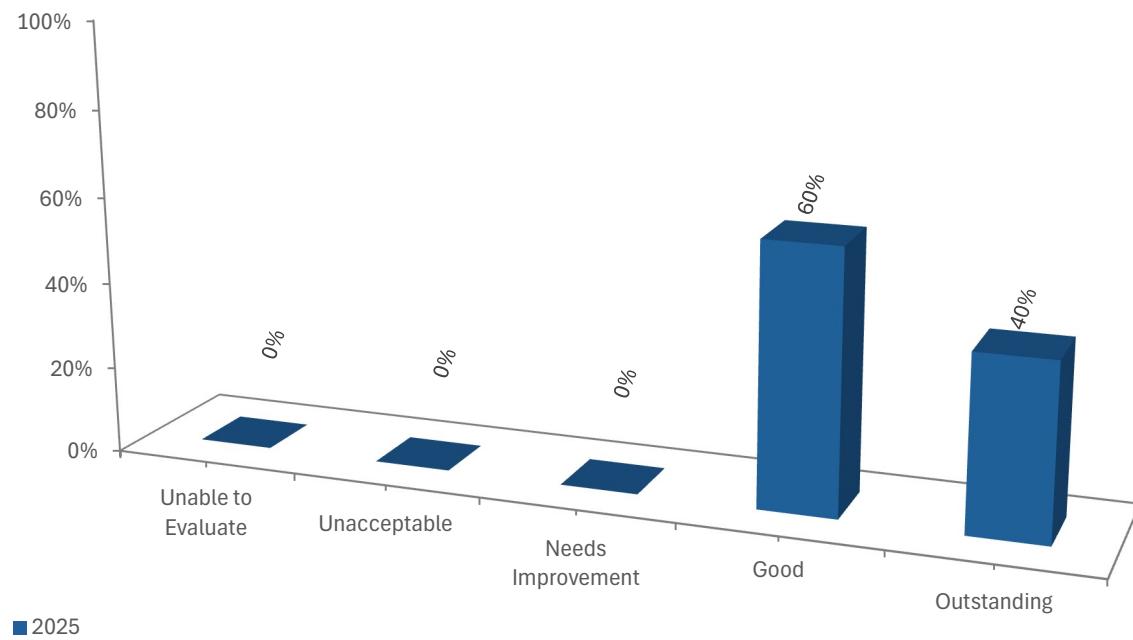


Board Education

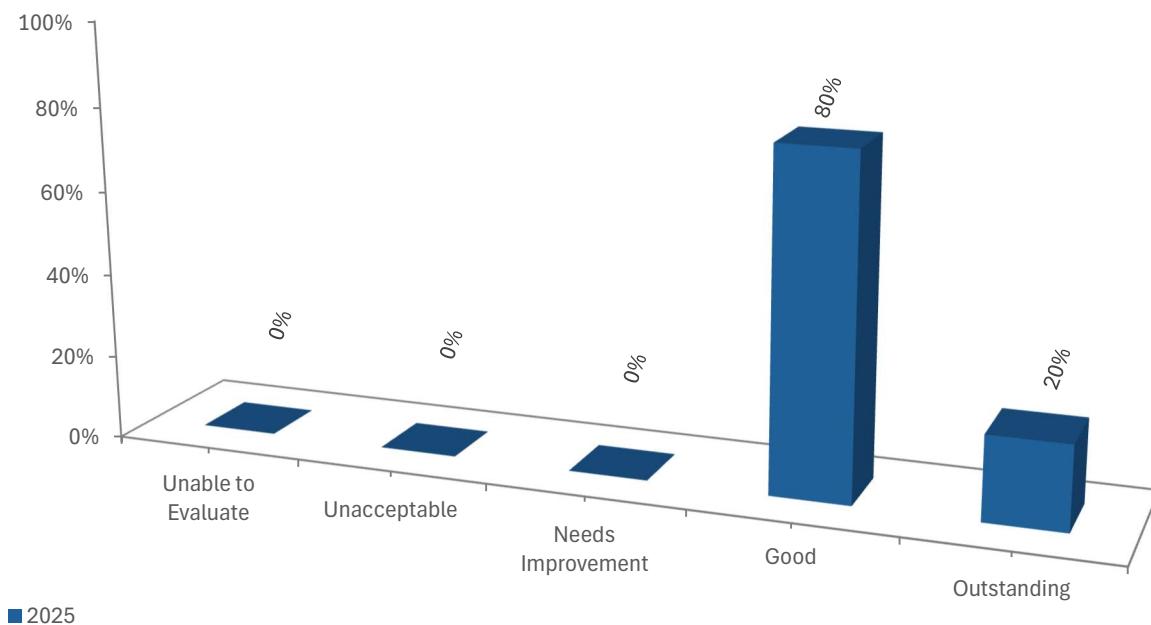
49. Board members participate in trustee development activities.



50. The Board evaluation process helps the Board enhance its performance.



51. The Board measures its accomplishments against Board goals.



Additional Open-Ended Questions (each bullet represents an individual trustee's response)

What are the Board's greatest strengths?

- experience, wisdom, guidance, support, making tough decisions
- Since this is my last Board of Trustees Evaluation for the Coast College District I will be succinct and to the point. It has been an honor to have served my community as a leader and public service shaping policy and funding to transform the three colleges and provide support to faculty and staff to deliver the best educational opportunities to members of the Coast College District to include my four daughters that excelled in their education and achieved post graduate degrees in their specialties. This could not have been possible financially for the family. thank you. Students come first and the Board works to see that the District provides the highest quality and experiences of college education possible.
- The board members respect and reflect on the different opinions and experiences of its fellow board members, creating a stronger understanding of the diversity of our communities, students and employees, which leads to more effective decisions.
- Trustees represent a broad cross-section of the District, reflecting various opinions and needs. Trustees are involved in their communities and bring different skills to the work of the Board.
- We are an experienced board that is in alignment on policies and goals with each other and with the Chancellor.

What are the major accomplishments of the Board in the past year?

- Cutting expenses as necessary, example: the idea that child care should be for students and staff enabled us to downsize that program.
- fiscal prudence
- Focus on budget stability, maintaining focus on students needs for successful outcomes, supporting HR in its improvement process.

- Personally the hires made to strengthen the HR, Financial, IT and VP's of Instruction on our campuses say much for the structural improvements of the District overall. We have strengthened friction points that are now stable and effective. And the District is operating with a Balanced and forward looking Budget with the right people at the helm. And there is a universal sense of finance management that can be appreciated throughout the organization. This is economically based.
- The Board has shown unwavering support for the Chancellor as he proposes necessary changes for the long-range good of the District. The Board also supports the colleges as they work to balance their budgets.

What are areas in which the Board could improve?

- Being present on the college campuses is important. Continue to show up for events. The students, faculty, and staff appreciate our presence.
- engage with various communities and constituencies through all of the district
- I am generally satisfied with how this board works together.
- Reaching out into their community's served in their district to both understand the needs of our community members, businesses and educational partners to keep up with the shifts of how our district can serve them in the changing AI/Technology future needs.
- The Trustees have the same values and goals for our students' successes and work as a unit to do the best to provide continuous improvement. Politically the Board should re-consider rotating board officers positions to give everyone of the members the opportunity to develop into better officers and leaders for the district. I would also suggest greater involvement in State and National organizations to: One, learn trends that could have implications to our funding and operations. Two, see opportunities where Coast Trustees can provide leadership to change or improve policy and funding for higher education. Three, publicize and become experts in areas of concern, ie, student housing.

As a trustee, I am most pleased about:

- District staff are experienced and knowledgeable and are able to answer questions, help us deal with problems that come up. Our board members know and work with the community and other elected officials.
- I am most pleased about the product we supported and prepared to go out into the world. Our Board has accomplished making our campuses a reflection of the quality of student that transfers or graduates from the Coast District. This comes from faculty and staff's good work, mentoring and caring. The District's leadership is appreciated and is reflected in the number of successful students on an annual basis. On a personal note, during my term on this Board as an elected Trustees I will have witnessed the graduation and transfer of approximately 250,000 students that have improved their lives with a good education. That is something.
- The Board is working together in harmony for the good of the District. Trustees seem to work well together, remembering not to get too far into the details of running the District.
- the competence and leadership of the management team
- The work of all of the employees of the district to remain focused on student improvement and resources this requires. In particular understanding and supporting the link between a healthy budget and the ability to implement resources to ensure our students succeed.

As a trustee, I have concerns about:

- Budget worries continue as we face possible deficits. Always concerned with enrollment numbers as economy falters.
Concerned about cuts to higher education based on political retribution.
- our relationship with our faculty union. They don't feel like as for their input on issues affecting them.
- The instability of our government budgets and its impact on our students
- There will be tough times ahead, it appears, unless we can balance our expenses and income. With nearly 90% of our budget going to people-costs, we have a delicate balancing act.
- Two Basic Issues:

- 1) Long term funding for the high quality work done by this District.
- 2) The impact of recent federal policy changing the importance of diversity, access and inclusion in terms of the populations we serve. We know we are better for recognizing our demographics and responding responsibly.
- 3) the District has focused on hiring practices and must continue its efforts with equity and inclusion at all levels

As a trustee, I would like to see the following changes in how the Board operates:

- attend more public events and help with promoting the district
- Continuing to review and improve our agendas to reflect what in fact are our legal responsibilities to review and approve. By having a streamlined agenda allows us to spend our efforts on these critical decisions versus what can be converted to reports to improve our knowledge of the district and colleges work.
- I have already mentioned rotating Board officers. I would like to see entrees in the Board log indicating that comments by public speakers have been reviewed and resolved, or reported on by the Chancellor. This should clarify the status of the speaker's concerns and avoid repeated appearances.
- No changes necessary.
- While there are always things that could be improved, I'm satisfied with the way we are operating now.

I recommend that the Board has the following goals for the coming year:

- Continue same goals.
- Continue to support our students in whatever way we can, whether financial, food, medical, clothing, tutoring, housing. Support efforts to build enrollment at all three colleges. Support policies that make the District a good place to work.
- More engagement with the community to see what are their needs and see if we can do more to cater the needs of the community. Attend more events to support our employees. Show that we care about them.
- The Chancellor should encourage Board members to participate in CCLC, ACCT and other national organizations and committees to publicize the great work being done at Coast District. Encourage local visits to legislators to educate them on the goings on in their districts by this great organization of higher learning. Our three campuses should budget "outreach funds" to provide simple items, t-shirts, pens and pencils for distribution to local middle school students and plant the seeds of local higher, affordable education in local youth. I have suggested this to Goldenwest College and a plan is being explored for the youth soccer students that practice on campus in the evenings.
- The goals as they are should continue, they reflect how I believe our priorities should be and to keep us working on what has become critical to ensure our district and colleges are prepared for government uncertainty in the 'rules' as well as funding.

If there are additional comments you would like to make, please provide them here:

- I appreciate the Chancellor keeping all the Trustees informed as events occur. It helps to know we all get the same information and can see the same results. Transparency is so important.
- In my career I have had the opportunity to work on many important projects and have several successes as well as some failures, but in this chapter of my life I will say that being elected to serve on this Board has been the greatest opportunity to serve my community and the best to see real change in people's lives. I have enjoyed working with so many educated and caring individuals. And I have more time to let this all to sink in.
- Sometimes Trustees give "speeches" in board meetings. We do not need to be told what we already know. Fewer words and more direct comments would be appreciated.