AGENDA

I. CALL TO ORDER 6:00 p.m.
   1. Roll Call
   2. Approval of Minutes, November 26, 2013
   3. Comments from the Public - This is a time for the public to address the Board.

II. DISCUSSION ITEMS
   1. Board Self Evaluation and Goals

III. CLOSING ITEMS
   1. Adjournment

GAVILAN COLLEGE MISSION

Gavilan College cultivates learning and personal growth in students of all backgrounds and abilities through innovative practices in both traditional and emerging learning environments; transfer pathways, career and technical education, developmental education, and support services prepare students for success in a dynamic and multicultural world.

PUBLIC COMMENTS – Individuals wishing to address the Board on a non-agenda item may do so during the Comments from the Public. However, no action may be taken on an item, which is not on the agenda. The public is welcomed to address the Board on particular agenda items and may do so at the time it is presented. Guidelines for Comments from the Public will be as follows:

A maximum of 5 minutes will be allotted to each speaker with a maximum of 20 minutes to a subject area.
No disruptive conduct will be permitted at any Gavilan College Board of Trustees meeting.

AGENDA ITEMS – Individuals wishing to have an item appear on the agenda must submit the request in writing to the Superintendent/President two weeks prior to the regularly scheduled meeting. The Board President and Superintendent/President will determine what items will be included in the agendas. Regular meetings are held the second Tuesday of each month.

Items listed under the Consent Agenda are considered to be routine and are acted on by the Board of Trustees as one motion. There is no discussion of these items prior to Board vote unless a member of the Board, staff, or public requests that specific items be discussed and/or removed from the Consent Agenda. It is understood that the Administration recommends approval on all consent items. Each item on the Consent Agenda approved by the Board of Trustees shall be deemed to have been considered in full and adopted as recommended.

In compliance with the Americans with Disabilities Act, if you need special assistance to access the Board meeting room or to otherwise participate at this meeting, including auxiliary aids or services, please contact Nancy Bailey at 408-848-4711. Notification at least 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Board meeting.

Please help keep Gavilan College a litter-free campus and preserve its park-like setting. Thank you.

http://www.gavilan.edu
GAVILAN JOINT COMMUNITY COLLEGE DISTRICT
SPECIAL MEETING OF THE BOARD OF TRUSTEES
BOARD SELF EVALUATION
Tuesday, November 26, 6:00 p.m.
5055 Santa Teresa Blvd., Gilroy, CA 95020
Student Center, North/South Lounge

MINUTES

I. CALL TO ORDER 6:00 p.m.
The meeting was called to order by Kent Child at 6:01 p.m.

1. Roll Call
   Trustees: Tom Breen, Jonathan Brusco, Kent Child, Mark Dover, Walt Glines, Laura Perry,
   Tony Ruiz, Anél Tovar

   Dr. Steven M. Kinsella, Superintendent/President
   Angie Oropeza, Recorder

2. Approval of Minutes, October 22, 2013
   MSC (L.Perry/T.Breen) 7 ayes, 0 nays, Student Trustee, aye, to approve

3. Comments from the Public - This is a time for the public to address the Board.
   None

II. DISCUSSION ITEMS
1. Board Self Evaluation and Goals
   Kent Child stated that he drafted a composite of Trustees’ suggestions of goals.

   The Board recessed at 6:07 p.m. to access the dinner table
   The Board reconvened at 6:12 p.m.

   After reviewing each draft goal, Trustees developed the following draft 2014 goals and agreed to
   forward it for information at the December Board meeting and action at the January Board meeting:

   GOAL 1: Finalize administrative reorganization plan, addressing vice president vacancies, long-term
   stability and effectiveness potential, financial impact and hiring sequence and timing.

   GOAL 2: 
   a. Finalize and initiate Coyote Valley Educational Center/Public Safety Consortium Site
      development and implementation plan.
   b. Clarify Educational Center options for San Benito locale.
   c. Review enhancement options for services provided at our off-site locations.

   GOAL 3: Create pathways between high schools and Gavilan with a focus of bringing more college-
   ready students into the college.

   GOAL 4: Develop policy on staffing plans for faculty, professional support staff, and administrative
   positions.

   GOAL 5: Review Title IX Status Report and provide administrative and professional support staff
   adjustments if appropriate, to ensure college has data necessary to adequately review
   information and conclusions in the report.
GOAL 6: Analyze district security policy.

GOAL 7: Develop professional development plan for members of the Board to increase awareness of, but not limited to, the following areas:
   a. Accreditation planning, practices, and actions taken to ensure continuous compliance with ACCJC Accreditation Standards.
   b. What members of the Board need to know about California Community College District Budgets.
   c. Information sessions on results of program reviews and evaluations of college processes.
   d. Executives training on SEMS (Incident Command Center and Emergency Response Plan).
   e. Analyze information ways and means of communication to community and future students.

GOAL 8: Review Board self-evaluation and goal setting policy.

III. CLOSING ITEMS
   1. Adjournment
      The meeting was adjourned by consensus at 7:35 p.m.
## PART I

1. **The Board has reviewed and understands the college mission.**

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**Comments:**

- We are all pointed in the same direction

**Suggestions:**

- board members should review mission statement before studying meeting agendas. It will help keep it top of mind.

2. **The Board functions as the policy-makers for the college**

   a. **through a very thorough study and discussion of recommendations.**

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**Comments:**

- Sometimes, it feels like we rush through some items that will have significant impact, when more in-depth discussion might lead to a more unified final outcome.
- We always can/must do better
- Some board members act as though they are part of the administration rather than policy. They ask for too many details that shouldn't pertain to them.

**Suggestions:**

- Take the time to discuss fully serious issues, even if that makes meeting last longer than is comfortable
- We still can do better. Maybe more comments on why we're changing the way we do business. Often, though, it's an update due to changes in state regs or law.

b. **through independent initiative from the Board.**

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**Comments:**

- Could be some clarification as to what falls under our jurisdiction regarding policy-making and when it is appropriate to drive policy
- With restraint
- When something comes up I first run it by Steve to find out history, if appropriate I refer item to board committee.

**Suggestions:** None
### 3. In conjunction with the president, all Board members have studied and understand their roles.

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**Comments:**
- Understanding the role does not always mean acting appropriately.
- We recently had a review with district counsel about this.
- Some board members are still unclear about what their role should be.
- Always some, tho resolvable, differences.

**Suggestions:**
- With one to three new trustees joining the board after the November election, there will be the need to heighten trustee training.
- More emphasis during new trustee orientation. Will be receiving review on how shared governance is supposed to work and how it's been working most recently.

### 4. The Board is supportive of the president. (list ways individually and collectively).

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**Comments:**
- With a few glaring exceptions, this has been an institutional strength. Such support has been earned by the superlative work of the President, and has not been given as a matter of routine.
- The board as a whole is. Tony has had a specific problem with Kent. "I attacked you."
- All but one is supportive to the president and the board.
- We all have great respect for our President with occasional disagreements.

**Suggestions:**
- Board members needed to think before talking and bring up items to be addressed at meetings rather than go to the media. After the item(s) have been discussed at board meetings then go to the media. Also keep in mind that if a position does not have support of at least 4 members let it go for a while.
- We need to pay attention to the differences and resolve them ASAP.
Respondents:
In 2013 = 7
In 2014 = 7
Comments/Suggestions: Typed EXACTLY as they appear on evaluation

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5. The annual board evaluation of the president is comprehensive and effective.

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Comments:
- It has served us well over the years. We must be careful to not become complacent with the process and the product.

Suggestions:
- need to limit length of questions. ask employees to return responses electronically several days ahead ahead of the interview with board members. limit story telling by trustees during interviews. we have a lot to do in 20 minutes.

6. The Board works to enhance the public image of the college and serves as an advocate of the college (How? Be specific).

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Comments:
- I think we all know that this could be improved upon in some areas.
- Recent events/ actions/ misinterpretations have directly resulted in some negative perceptions and "bad press".
- even while disagreeing on direction, action or policy, a trustee can serve as an advocate. but after a vote, move on. bring it up a year from now. in some cases am more interested in getting things right, flow smoothly, than enhancing image.
- We all attend many local functions in our role as Trustees and promote Gavilan.

Suggestions:
- We can and must do better.
- let's talk about this with specifics
- Continue our active roles.

7. The Board is involved in and understands the budget process; the Board approves the budget.

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Comments:
- Given the complexity of the situation, I don't know that anyone can possibly understand it perfectly, but we all have a pretty good grasp.
- budget committee does a good job with this.
- Some board members need to know how the budget operates and relates to programs.
- I trust our Budget Committee and rely to a great extent on its recommendations.
8. The Board requires that the college have a Strategic Plan with goals and objectives, which are succinctly stated and which carries clear statements indicating how it will be known that any goal has been reached.

Comments:
- Some goals and objectives still tend to be overly general, making measurement of results hard to determine.
- We've asked that each item on agenda note when (and how) it meets goals and objectives. Need to be more consistent on this.
- This will get better as members are requesting agendas include strategic plan compliance info.

Suggestions:
- Work on succinctness and measurability.

9. The Board works to provide adequate financing for the college and to ensure financial solvency. How is this done? Has alternate funding been explored? If so, what?

Comments:
- We are very alert/through our President/as to the finances available to our College.
- The dark cloud of the recession is ever so slowly lifting.
- Staff below the president need to think about fiscal impact. This is not board, but becomes a board problem because the president is being asked to make decisions that should have been made (recommended) earlier in the process. We're still using 1-time monies for on-going expenses and expecting the state to come through eventually.

Suggestions:
- We must assure that our mission and attention to fiscal discipline does not ignore student needs.
- Increase the reserve.
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10. The Board keeps informed about, and when appropriate, is involved in local, state, and federal legislative matters.

**Comments:**
- With internet access I believe I am current with state/federal information that affects Community Colleges.
- Some board members are better than others.

**Suggestions:** None

11. The Board approves long-range plans and is involved in long-range planning.

**Comments:**
- Planning is hampered by the level of State funding as far as our steady expansion in San Benito County and our northern facilities.
- We're getting fairly close on education centers in SBC on MH.

**Suggestions:**
- Begin discussion on bond issue. Review funding and priorities once measure E expires next fiscal year.

12. The Board approves the educational programs that implement the mission of the college.

**Comments:**
- Within our limits I believe we do the job.

**Suggestions:**
- Make this an agenda item at an upcoming meeting. Where we are and where we're going. There are a lot of changes from the chancellor's office and the exec. Branch of state government. Still more on the way.

13. The Board ensures that the facilities and grounds are adequate and well maintained.

**Comments:**
- We have a great staff which does the job. Just look around!!!
- Thanks to Jeff and his crew.
- Board members make a point to mention these throughout the year.

**Suggestions:**
- Need to put money aside each year to increase maintenance and for capital expenses. A 20-year capital expenditure plan. Roofing, equipment replacement and such
Respondents:
- In 2013 = 7
- In 2014 = 7

Comments/Suggestions: Typed EXACTLY as they appear on evaluation

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14. The Board understands the collective negotiation process and its role in that process.

- **Comments:**
  - board is reactive rather than setting parameters from the beginning.
- **Suggestions:**
  - maybe make budget committee responsible for increased involvement. yet need to be careful of not becoming too involved.

15. The Board understands and implements its legal responsibilities, including serving as a court of appeal.

- **Comments:**
  - Some board members believe it is acceptable to divulge closed sessions information and discussions that could harm the district.
- **Suggestions:**
  - new member orientation and annual review of brown act restrictions and need for transparency in our decision-making process.

16. The Board and administration provides effective new Board member orientation procedures.

- **Comments:**
  - We can always do better
  - quite effective.
- **Suggestions:**
  - have a board committee review the entire new board member packet with an eye toward improvement based on the past year.

17. The Board encourages all members to participate periodically in seminars, conferences, and Board retreats to upgrade their skills as Board members. Trustees read appropriate periodicals on community colleges and trusteeship.

- **Comments:**
  - I believe we all do this within our varied time constraints.
  - it is now required as part of the accreditation process. Get your trustee how to diploma
- **Suggestions:**
  - We will have to work on formalizing board development to stay ahead of accreditation expectations.
  - more board members make this commitment.
### 18. The Board is careful to conduct meetings in compliance with state law.

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**Comments:**
- Although we have legally done nothing wrong regarding this. I think we can yield a bit more on the side caution.
- The board as a whole, yes. Individual trustee, not as much.
- Board a whole is.

**Suggestions:**
- Remain vigilant and committed to consistent compliance.

### 19. Meetings are conducted by the Board president in a fair and expeditious manner, with all members having opportunity for expression of views.

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**Comments:**
- Always open & fair
- Doing so has made for sometimes dragged-out and too lengthy meetings
- Meetings are taking too long. Not sure how to shorten but we're an hour into the meeting before getting to the meat of a meeting. Good, bad, other?

**Suggestions:**
- Let's talk about pace of meetings.

### 20. The Board president is selected through an open election process in which all qualifications for that office are given consideration.

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**Comments:** None.

**Suggestions:** None.

### 21. The Board establishes procedures for feedback from its constituencies (faculty, students, staff, and community).

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**Comment:**
- I get lots of feedback from students, faculty and others...most is unsolicited...but welcome.
- Faculty, staff and students have a seat at the table, to facilitate feedback and direct interaction. Feedback from the community is informal and less consistent.
- It's working, and working well, but what are the written procedures?
- We may need to begin to offer more opportunities form this.

**Suggestions:** None.
| Respondents: |
| In 2013 = 7 |
| In 2014 = 7 |
| Comments/Suggestions: Typed EXACTLY as they appear on evaluation |

### 22. The Board understands and supports Gavilan College shared governance.

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<td>14.3%</td>
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</table>

- **Comments:**
  - Always tension but that is built in to the process.

- **Suggestions:**
  - Need an annual review of how we're doing and suggestions on how we can do it better.

### 23. I prepare adequately for each Board meeting.

<table>
<thead>
<tr>
<th>Year</th>
<th>Adequate/Meets Requirements</th>
<th>Needs Improvement</th>
<th>Immediate Attention/Systemic Issue</th>
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<tbody>
<tr>
<td>2013</td>
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<tr>
<td>2014</td>
<td>85.7%</td>
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</table>

- **Comments:**
  - This is key. Staff knows when board members have reviewed the agenda reports. We can all improve.

- **Suggestions:** None

### PART II

1. As a trustee, I am most pleased about the following things, which have been done or are being done at Gavilan College.

   - Financial stability which allows students to proceed with their careers knowing classes are available with good instruction.
   - The continued financial strength of the college, its ability to receive key grants, drive new initiatives, and be on the leading edge of funding for exciting new programs. I am proud of our school, its reputation, and its goals for the future.
   - Financial health of the college. Movement forward on Coyote Valley campus. Visible in the community.
   - The enhanced facilities through Measure E endeavors. The fiscal stability in spite of the recession. The quality of the career-certificate programs and the success of their students post study. The overall quality of our staff and administration.
   - The efforts to expand services in the off sites. The variety of course offerings. Balancing the budget. Retaining the retiree trust through the recession.

2. As a trustee, I have concerns about the following:

   - A less personal approach being taken by administration to the whole campus and its employees.
   - Spending of Bond money in effective and efficient ways. The delays and progress toward getting new sites in Morgan Hill and Hollister.
   - Ongoing financial problems.
   - The failure, to date, to find a functional and desirable solution to expanding facilities in the Hollister vicinity. The adequate funding to sustain expansion in both the northern and southeastern portions of the district. The possible deterioration of community attitude towards the college in San Benito County, due mostly to the decision to move forward in Coyote Valley, without the resources available to make meaningful progress near Hollister.
   - Long-term fiscal solvency.
   - Athletic/Physical Education facilities. The lack of trust in some trustees for exposing the college to litigation. The lack of mobility in the organization.
Respondents:
In 2013 = 7
In 2014 = 7

Comments/Suggestions: Typed EXACTLY as they appear on evaluation

<table>
<thead>
<tr>
<th>Year</th>
<th>Best Practice</th>
<th>Adequate/Meets Requirements</th>
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<th>Corrective Action Required</th>
<th>Immediate Attention/Systemic Issue</th>
<th>Not Applicable</th>
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</table>

3. As a trustee, I would most like to see the following done at my college:

- Assuring labor peace and staff feeling fulfillment in their work and support from management. Progress (measurable) in expanding services in San Benito County.
- 1. Continued financial positive progress and future planning. 2. Rapid progress toward Morgan Hill and Hollister sites. 3. Increased participation with local districts in order to lower remediation rates.
- Find a magic rainbow with a pot of gold large enough to finance simultaneous development of educational centers near Morgan Hill and Hollister, and have all red-tape approval process for same to flow instead of stagnate, as has happened over the last few years.
- Improve Physical Education Facilities. Complete the airport project. Get Coyote Valley/South Bay up and running. Administration leadership program (Grow our own)

4. Trustees diligently address the needs and concerns of the individual communities within the district and within the context of the district as a whole.

- That's what I do. The artificial lines between cities and counties need to be ignored when trying to support the DISTRICT.
- We are fortunate to have a community involved Board that is concerned about the entire district as diverse as it is.
- Somehow, find a way to get back on track with progress towards an ed center for San Benito County.
- Yes, and this needs to be continued as we consider district, not at-large elections.

This Board (Mission)

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### Respondents:
- In 2013 = 7
- In 2014 = 7

### Comments/Suggestions:
Typed EXACTLY as they appear on evaluation

#### This Board (Educational Advocate)

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5. Supports the development of students as the most important purpose of the college.

6. Actively encourages the exploration of effective educational approaches.

7. Talks about the good things happening at the college.

8. Is supportive of administrators and faculty in their efforts to improve education at the college.

#### This Board (Growth Orientation)

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9. Strives to become increasingly effective as a Board

10. Reads actively and keeps up to date on college issues.

11. Attends workshops and conventions to improve as a Board.

12. Visits other colleges to better understand educational alternatives.

#### This Board (Relator)

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13. Actively works to develop and maintain a positive working relationship with faculty and staff.

14. Desires to have a positive relationship with administrators.

15. Strives to maintain open communications among Board members.
| Respondents: |
| In 2013 = 7 |
| In 2014 = 7 |

Comments/Suggestions: Typed EXACTLY as they appear on evaluation

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**This Board (Audience Sensitivity)**

17. Is responsive to the thoughts and feelings of college employees.

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18. Actively works to know and understand the thoughts and feelings of community members.

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19. Actively seeks staff input in policy formation.

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20. Exhibits high appreciation for the feelings and opinions of students.

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**This Board (Interactiveness)**

21. Openly discusses issues and seeks the viewpoints of the administration.

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22. Listens to the viewpoints of faculty and staff.

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23. Seriously listens to community people about their differing views.

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24. Makes decisions on the basis of objective evidence.

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<td>2014</td>
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**This Board (Discerning Leadership)**

25. Strives to make important decisions after considering the perceptions of Board members, students, staff, and communities.

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<th>Year</th>
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<th>Adequate/Meets Requirements</th>
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26. Is tactful yet open with thoughts and feelings in public sessions.

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</table>
Respondents:
In 2013 = 7
In 2014 = 7
Comments/Suggestions: Typed EXACTLY as they appear on evaluation

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<tr>
<td>27.</td>
<td>Encourages unity among Board members.</td>
<td>2013 83.3% 16.7%</td>
<td>I skipped</td>
<td>2014 57.1% 42.9%</td>
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<tr>
<td>28.</td>
<td>Openly accepts differences of views among Board members.</td>
<td>2013 85.7% 14.3%</td>
<td>2014 42.9% 57.1%</td>
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<tr>
<td></td>
<td><strong>This Board (Objectivity)</strong></td>
<td>2013 100.0%</td>
<td>2014 71.4% 28.6%</td>
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<tr>
<td>29.</td>
<td>Wants Board meetings planned to provide for open expressions of individuals and groups.</td>
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<td>30.</td>
<td>Votes to support the employment and development of outstanding staff members.</td>
<td>2013 85.7% 14.3%</td>
<td>2014 85.7% 14.3%</td>
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<td>31.</td>
<td>Supports Board agendas which give priority to presentations &amp; discussions of topics relating to student development.</td>
<td>2013 100.0%</td>
<td>2014 71.4% 28.6%</td>
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<tr>
<td>32.</td>
<td>Will take a stand for what it believes is right for students and the college as a whole.</td>
<td>2013 100.0%</td>
<td>2014 83.3% 16.7%</td>
<td>I skipped</td>
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<td></td>
<td><strong>This Board (Performance Orientation)</strong></td>
<td>2013 85.7% 14.3%</td>
<td>2014 57.1% 28.6% 14.3%</td>
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<tr>
<td>33.</td>
<td>Appears to be adequately prepared for Board meetings.</td>
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<td>34.</td>
<td>Supports the goals and objectives established for the college.</td>
<td>2013 100.0%</td>
<td>2014 71.4% 28.6%</td>
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<tr>
<td>35.</td>
<td>Supports comprehensive staff, student, and program evaluation.</td>
<td>2013 71.4% 14.3% 14.3%</td>
<td>2014 85.7% 14.3%</td>
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<td>36.</td>
<td>Supports systematic and objective ways to evaluate Board members and the president.</td>
<td>2013 100.0%</td>
<td>2014 85.7% 14.3%</td>
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</table>
Respondents:
  In 2013 = 7
  In 2014 = 7
Comments/Suggestions: Typed EXACTLY as they appear on evaluation

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37. Annually sets specific goals for itself as a Board.

2013: 100.0%
2014: 85.7% 14.3%

PART VI

Please list suggested Board goals for calendar year (2015):
2 skipped

Adapt as needed improvements to enhance our incoming students' level of preparation for college work.
Show progress in our expansion plans for San Benito County and our northern expansion.
Assure faculty and staff participation in our planning and implementation for the next few years.

Implement the development of a facility adequate to accommodate the Public Safety Consortium and expanded academic offerings in the Morgan Hill area (Coyote Valley).
Develop a realistic education center development plan for the Hollister area, and publicize it in the community. Find a way to bridge the gap that clouds the issues connected to a location for the facility.
Plan for magnet programming that will eventually be offered at the future ed centers.

1. Expedited use of bond money toward relevant projects.
2. Progress on Morgan Hill and Hollister Sites.
4. Working toward lowering remediation rates through joint efforts with K-12 districts and innovative programs for new students.
5. Working toward adult education consortium.

Upgrade Physical Education/Athletic Facilities.
Better Communication of decisions/how they are made  Create stronger policies for rogue board members
President’s Goals for FY 14/15  president's current goals
Goal # 9 Review Effectiveness of current Department Chair structure and develop appropriate recommendations to enhance the support provided to faculty. 
Goal # 8 Review participatory governance processes, revised as needed and provide campus awareness program to enhance college personnel’s understanding of their roles and responsibilities for participating in decision making processes of the college.
Goal # 7 Review Board Policies related to accreditation matters and policies regarding the hiring and management of the college’s chief executive officer.
Goal # 6 Continue to explore the administrative reorganization and develop recommendations for changes as needed.
Goal # 5 Prepare a sequence of events and an implementation timeline for actions anticipated by Gavilan to meet goals of the State’s Student Success Initiative. Report progress on implementation activities at least quarterly.
Goal # 4 Review, revise as necessary and educate college personnel on the hiring processes used to hire administrative personnel for the college.
Goal # 3 Build relationships with K-12 districts through open communication and the Board’s K-12 Outreach Subcommittee.
Goal # 2 Provide projection of planned use of remaining bond proceeds and complete the move of the Aviation Department to San Martin Airport.
Goal # 1 Finalize a permanent working relationship with a golf course management firm to continue to use the golf course as a college and community resource. Additionally, implement necessary changes to support youth development programs (e.g. First Tee or similar) that can take advantage of the golf course.

10. Work with the Coyote Valley and San Benito officials as appropriate to establish education centers in each location.

GAVILAN COLLEGE BOARD OF TRUSTEES  2014 Gavilan College Board Goals

GOAL 1: Finalize administrative reorganization plan, addressing vice president vacancies, long-term stability and effectiveness potential, financial impact and hiring sequence and timing.

GOAL 2: a. Finalize and initiate Coyote Valley Educational Center/Public Safety Consortium site development
b. Clarify Educational Center options for San Benito locale.
c. Review enhancement options for services provided at our off-site locations.

GOAL 3: Create pathways between high schools and Gavilan with a focus of bringing more college-ready students into the college.

GOAL 4: Develop policy on staffing plans for faculty, professional support staff, and administrative positions. ESPECIALLY IN LIGHT OF GRANT FUNDING.

GOAL 5: Review Title IX Status Report and provide administrative and professional support staff adjustments if appropriate, to ensure college has data necessary to adequately review information and conclusions in the report. SPECIFIC PLAN TO IMPROVE OUR MEETING REQUIREMENTS

GOAL 6: Analyze district security policy. ????

GOAL 7: Develop professional development plan for members of the Board to increase awareness of, but not limited to, the following areas:
a. Accreditation planning, practices, and actions taken to ensure continuous compliance with ACCJC Accreditation Standards.
b. What members of the Board need to know about California Community College District Budgets.
c. Information sessions on results of program reviews and evaluations of college processes.
GOAL 1: Finalize administrative reorganization plan, addressing vice president vacancies, long-term stability and effectiveness potential, financial impact and hiring sequence and timing.

Update as of July 1, 2014: The college has filled both of the vacant vice president positions. The focus for the remainder of the calendar year will be used to continue the conversations regarding the dean position that is necessary to provide adequate support to learning support programs of the college. A recommendation on that position is expected to come to the Board for a first reading by the December, 2014.

Update as of October 1, 2014: With the hiring of the vice presidents and return of all administrative personnel who had been serving in multiple roles to just their permanent assignments, it is necessary to operate the college under the existing administrative structure until the State’s change in mission is fully internalized before any changes can be recommended. In early summer the State focused its attention on student success and shifted the focus away from providing access to higher education to success of students within the community college system. Using the Student Success Support Program (SSSP) as the vehicle to implement changes in the way colleges provide direction to students who seek educational services at community colleges, the state has fundamentally changed the manner in which support services were offered to students. Now that the state has begun to flesh out its concepts into implementation guidelines, the college is adapted and adjusting to these new directives fairly regularly. Given the uncertainty in the directives being issued by the state, it is important to know what exactly is going to be required before the college makes any permanent changes to administrative positions.

The only remaining item open for review at this time is the reorganization change associated with consolidation of the MESA and TRIO programs under one academic coordinator. A reclassification study of the administrative positions including the Coordinator, MESA and TRIO is underway. The reclassification study is expected to be completed by the end of academic year (June 30, 2015).

GOAL 2:  

a. Finalize and initiate Coyote Valley Educational Center/Public Safety Consortium site development  
b. Clarify Educational Center options for San Benito locale  
c. Review enhancement options for services provided at our off-site locations

Update as of July 1, 2014: Coyote Valley development activities remain the highest priority for the college as the public safety program has to be relocated from Evergreen College in not more than two years. Coyote Valley is on-hold until habitat clearance is received. An application has been sent to the agency
administering the Santa Clara County Habitat Conservation Plan. If this site is not functional in time for the required move, Gavilan College could lose 500 FTES that could cost the college $2.4 million annually. Accordingly, the main focus of effort is in this area of the district as failure to accommodate existing public safety training will have severe financial consequences to the district.

San Benito County property continues along its path towards habitat clearance but the timeline for completion is uncertain. Additionally, state funding is necessary for development of the site. Local borrowing is an option but until the state is paying for the enrollment we already generate, adding more service requires reductions in other aspects of the college’s educational programming.

Expansion of services in any offsite location, absent new state funding, will depend on reducing services in other areas. While the state’s economy is doing quite well, community colleges remain restrained and there is no ability system wide to obtain any funds beyond the limited cost of living allowance provided in the state budget. That rate is 0.85% and does not address the ever increasing costs of operations for goods and professional services that result from routine increases in commodities and services charged by vendors.

Update as of October 1, 2014: A Needs Assessment has been completed for a Coyote Valley Educational Center and was submitted to the State Chancellor’s Office on July 30, 2014. This is the first required step in acquiring educational center status for this site. Enrollment projections have been certified in the range of 1,000 Full Time Equivalent Students (FTES) by the Department of Finance. This level of enrollment is critical to the application and will determine the level of support the college may receive from the state to support operations at the Coyote Valley site. The newest requirement from the State is that 1,000 FTES must be generated before additional funding is provided.

There is $12 million of Measure E funds allocated to the preparation of this site. The current estimated cost for project work needed to establish a footprint on the property is $17 million. South Bay Public Safety Consortium will pay for funds in excess of $12 million most likely in the form of a loan through Gavilan College that will be paid by the Consortium’s members over a scheduled long-term repayment plan that will equal the amount of any loan that may be needed. It is too early to seek a loan for the difference between the funds available and the funds needed for actual construction. Once the project reaches the bid stage the College will learn how accurate the cost estimate of $17 million actually is. Past projects have all come in with bids that were lower than the estimated cost.

There is no additional information available on the San Benito property at this time. Enrollment in Hollister is in the range of 300 to 350 FTES. A Needs Assessment will also be developed for the San Benito County site. Although until 1,000 FTES are generated, there will not be any additional operational support from the State.

**GOAL 3:** Create pathways between high schools and Gavilan with a focus of bringing more college-ready students into the college.
**GOAL 4:** Develop policy on staffing plans for faculty, professional support staff, and administrative positions.

**Update as of July 1, 2014:** The Final and Tentative Budget documents include the financial standards the college uses to maintain stability year-after-year. Those standards provide guidance on how the college approaches full-time faculty, professional support, and administrative personnel. Those standards will be revisited and changes as appropriate will be provided to the Board by the end of the calendar year.

**Update as of October 1, 2014:** No additional activity has occurred related to this goal since the July update.

**GOAL 5:** Review Title IX Status Report and provide administrative and professional support staff adjustments if appropriate, to ensure college has data necessary to adequately review information and conclusions in the report.

**Update as of July 1, 2014:** Professional support staff was increased at the beginning of the calendar year to assist with documentation and information gathering for the areas of Title IX related to the college’s athletic programs. Staff members are scheduled for training to learn more about Title IX requirements that exist for not just athletics but for all the college’s operations.

**Update as of October 1, 2014:** Staff has received training in Title IX requirements. An information report is scheduled for the November 2014 Board meeting.

**GOAL 6:** Analyze district security policy.

**Update as of July 1, 2014:** No analysis has been conducted related to this goal.

**Update as of October 1, 2014:** BP 3500 Campus Safety, BP 3501 Campus Security and Access and BP 6800 Safety are existing policies that are scheduled to be reviewed with the College’s Health, Safety, Facilities and Grounds committee with appropriate updates expected to be developed. No timeline for the review has been developed as of the date of this update.
GOAL 7: Develop professional development plan for members of the Board to increase awareness of, but not limited to, the following areas:

a. Accreditation planning, practices, and actions taken to ensure continuous compliance with ACCJC Accreditation Standards.
b. What members of the Board need to know about California Community College District Budgets.
c. Information sessions on results of program reviews and evaluations of college processes.
d. Executives training on SEMS (Incident Command Center and Emergency Response Plan).
e. Analyze information ways and means of communication to community and future students.

Update as of July 1, 2014: Board members have attended training on financial, strategic planning, and governance topics. The college hosted the CCLC’s first regional training for trustees. Approximately 45 people attended the college’s trainings between the college’s first offering in January and the second session in March.

The Board received training on SEMS (Incident Command Center and Emergency Response). All management personnel are trained annually and participate in required exercises that are used to place individuals into defined leadership positions who can gain experience in this training environment.

Additional training will be provided on how to operate a college in compliance with accreditation standards. Information will also be provided on the program reviews completed at the college.

Update as of October 1, 2014: BP 3500 Campus Safety, BP 3501 Campus Security and Access and BP 6800 Safety are existing policies that are scheduled to be reviewed with the College’s Health, Safety, Facilities and Grounds committee with appropriate updates expected to be developed. No timeline for the review has been developed as of the date of this update.

GOAL 8: Review Board self-evaluation and goal setting policy.

Update as of July 1, 2014: The self-evaluation process along with the goal setting policy will be forwarded for review along with the current accreditation standards that are effective July 1, 2016. The new accreditation standards were approved by the ACCJC at its June 2014. Review of all Board policies related to governance will be reviewed to determine what changes are appropriate in light of the new standards.

Update as of October 1, 2014: The Board reviewed its policy last year and unless changes are necessary based on this year’s self-evaluation process, this goal has been accomplished.