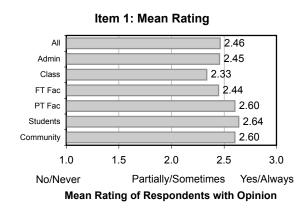
### Glendale Community College Leadership Survey 2008 Results

The following graphs show responses to the items on the 2008 Leadership Survey. For each item, the graph on the left shows the percentage of respondents in each group who answered 0 (Not Sure/No Comment), 1 (No/Never), 2 (Partially/Sometimes), and 3 (Yes/Always). The graph on the right shows the average responses of respondents with an opinion (i.e., those responding either 1, 2, or 3). The average can vary between 1 (No/Never) and 3 (Yes/Always).

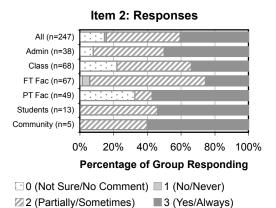
## Part 1. Governance and Leadership

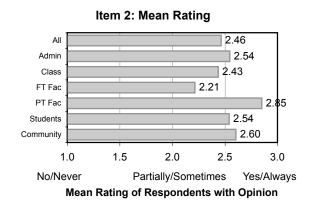
1. Employees have a defined role and responsibility as it relates to governance (i.e., policy development, institutional planning, and budget recommendations).

**Item 1: Responses** All (n=245) Admin (n=38) Class (n=67) FT Fac (n=66) PT Fac (n=49) Students (n=13) Community (n=5) 40% 60% 80% 100% Percentage of Group Responding □ 0 (Not Sure/No Comment) □ 1 (No/Never) 2 (Partially/Sometimes) ■3 (Yes/Always)



2. The College follows a well-defined governance process.

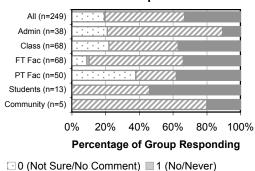




Page 1 of 18 5/5/2008

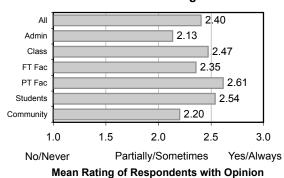
3. College governance committees focus on student needs when making recommendations.

Item 3: Responses



2 (Partially/Sometimes)

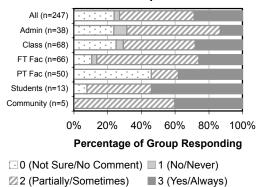
Item 3: Mean Rating



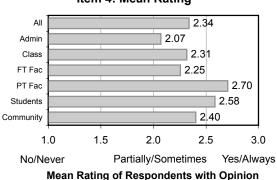
4. College governance committees focus on the College Mission Statement when making recommendations.

Item 4: Responses

■3 (Yes/Always)

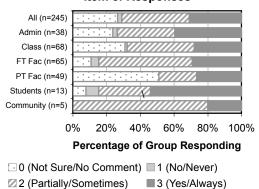


Item 4: Mean Rating

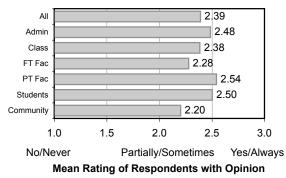


5. Constituency input is factored into governance recommendations.

Item 5: Responses



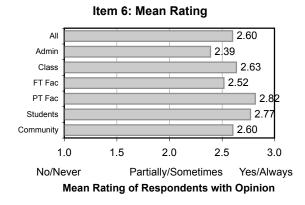
Item 5: Mean Rating



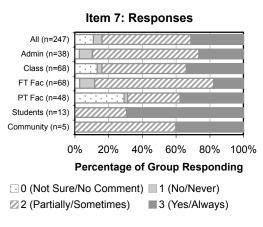
Page 2 of 18 5/5/2008

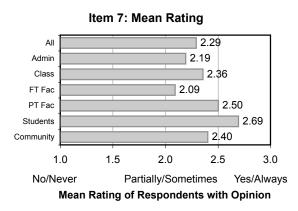
6. Campus Leadership (the Board, Superintendent/President, management, Academic Senate, Faculty Guild, CSEA, ASGCC) has defined roles in the governance process.

Item 6: Responses All (n=248) Admin (n=37) Class (n=68) · · · · · · /////// FT Fac (n=68) PT Fac (n=50) Students (n=13) Community (n=5) 40% 60% 80% Percentage of Group Responding □ 0 (Not Sure/No Comment) □ 1 (No/Never) 2 (Partially/Sometimes) ■3 (Yes/Always)

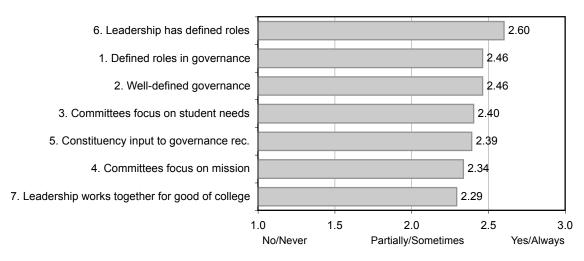


7. Campus Leadership (the Board, Superintendent/President, management, Academic Senate, Faculty Guild, CSEA, ASGCC) works together for the good of the institution.





### **Summary of Part 1. Leadership and Governance**



Mean Rating of Respondents with Opinion

Page 3 of 18 5/5/2008

## **Summary of Part 1 Comments**

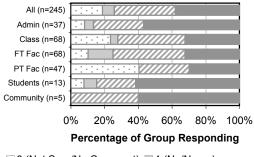
	Comment	Number of	Percentage of
	Category	Comments	Comments
Positive	Governance works	6	19%
Neutral	Respondent unfamiliar with governance	4	13%
	Need to involve adjuncts	1	3%
Negative	Governance decisions not always followed	10	32%
	Not focused on students	4	13%
	Not enough participation	3	10%
	Governance sometimes unfair	2	6%
	Governance inefficient	1	3%
	Total Comments	31	

Page 4 of 18 5/5/2008

### Part 2. Board of Trustees

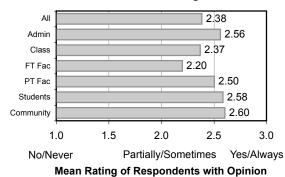
8. The Board has ultimate responsibility for the educational quality of the institution.

Item 8: Responses



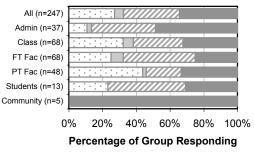
 □ 0 (Not Sure/No Comment) □ 1 (No/Never) 2 (Partially/Sometimes) ■3 (Yes/Always)

Item 8: Mean Rating



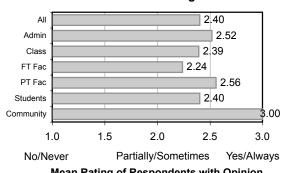
9. The Board's primary role is policy development.

Item 9: Responses



 □ 0 (Not Sure/No Comment) □ 1 (No/Never) 2 (Partially/Sometimes) 3 (Yes/Always)

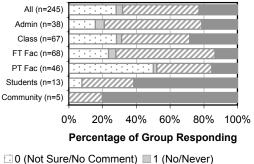
Item 9: Mean Rating



Mean Rating of Respondents with Opinion

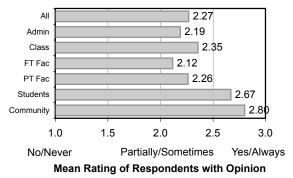
10. The Board acts as a whole.

Item 10: Responses



2 (Partially/Sometimes) ■3 (Yes/Always)

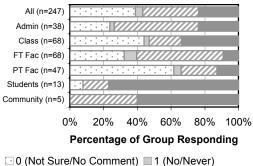
Item 10: Mean Rating



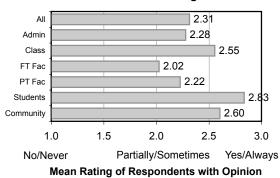
5/5/2008 Page 5 of 18

11. Board members comply with their role as individual Board members.

Item 11: Responses



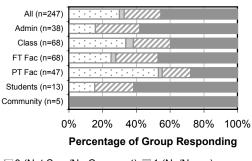
Item 11: Mean Rating



2 (Partially/Sometimes) ■3 (Yes/Always)

12. The Board has ultimate responsibility for legal matters.

Item 12: Responses

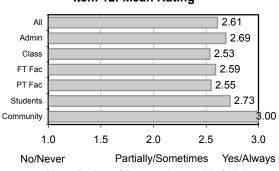


□ 0 (Not Sure/No Comment) □ 1 (No/Never)

3 (Yes/Always)

2 (Partially/Sometimes)

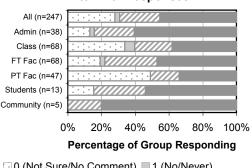
Item 12: Mean Rating



Mean Rating of Respondents with Opinion

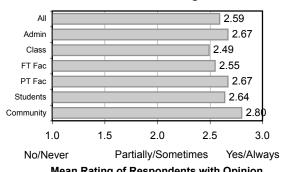
13. The Board has ultimate responsibility for the fiscal stability of the District.

Item 13: Responses



 □ 0 (Not Sure/No Comment) □ 1 (No/Never) 2 (Partially/Sometimes) ■3 (Yes/Always)

Item 13: Mean Rating

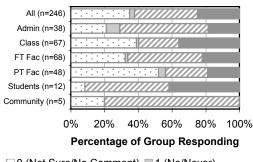


Mean Rating of Respondents with Opinion

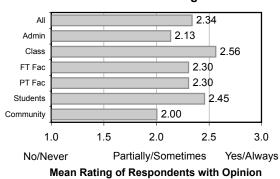
5/5/2008 Page 6 of 18

14. The Board is involved in state and federal legislative matters.

Item 14: Responses



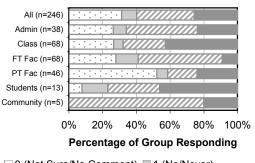
Item 14: Mean Rating



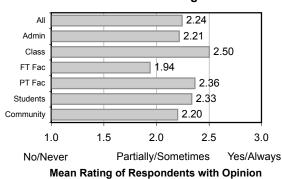
□ 0 (Not Sure/No Comment)□ 1 (No/Never)□ 2 (Partially/Sometimes)□ 3 (Yes/Always)

15. The Board understands its role and responsibility as it relates to governance.

Item 15: Responses



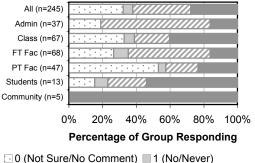
Item 15: Mean Rating



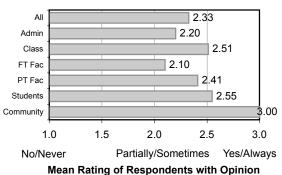
□ 0 (Not Sure/No Comment) □ 1 (No/Never)

16. The Board acts in a manner consistent with its operating policies.

Item 16: Responses



Item 16: Mean Rating

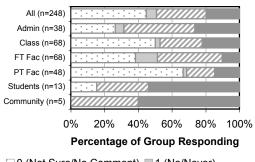


□ 0 (Not Sure/No Comment) □ 1 (No/Never)□ 2 (Partially/Sometimes) □ 3 (Yes/Always)

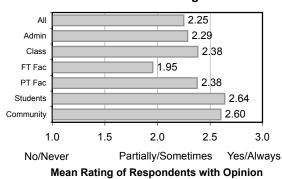
Page 7 of 18 5/5/2008

17. Board policies (both operating and institutional) are regularly evaluated.

Item 17: Responses



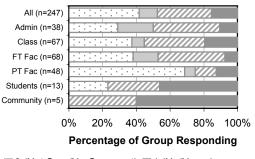
Item 17: Mean Rating



□ 0 (Not Sure/No Comment)□ 1 (No/Never)□ 2 (Partially/Sometimes)□ 3 (Yes/Always)

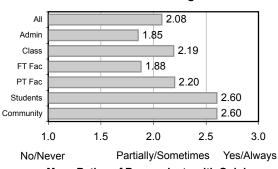
18. The Board treats all constituency and community groups equally.

Item 18: Responses



□ 0 (Not Sure/No Comment) □ 1 (No/Never)
 □ 2 (Partially/Sometimes) □ 3 (Yes/Always)

Item 18: Mean Rating

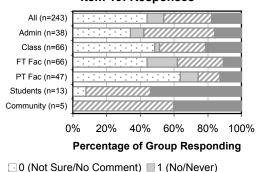


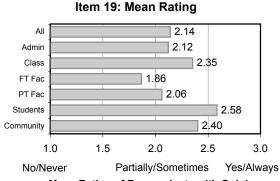
Mean Rating of Respondents with Opinion

19. The Board protects the College from undue influence and pressure.

■3 (Yes/Always)

Item 19: Responses



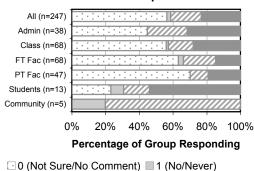


Mean Rating of Respondents with Opinion

2 (Partially/Sometimes)

20. The Board follows a process for Board development (including new Board member orientation and Board self-evaluation.)

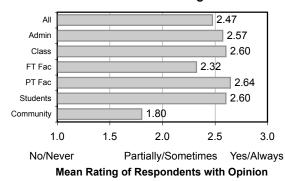
Item 20: Responses



2 (Partially/Sometimes)

violations.

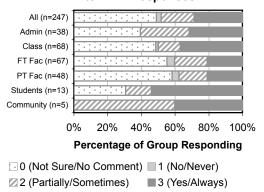
Item 20: Mean Rating



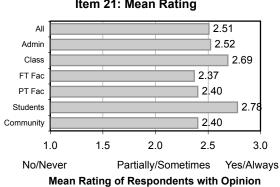
21. The Board follows their code of ethics policy, which includes a process for handling

■3 (Yes/Always)

Item 21: Responses

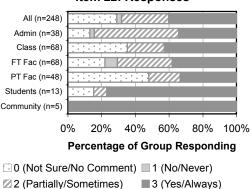


Item 21: Mean Rating

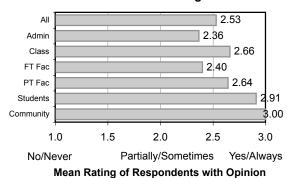


22. The Board has given the Superintendent/President authority to lead the College.

Item 22: Responses



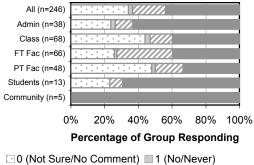
Item 22: Mean Rating



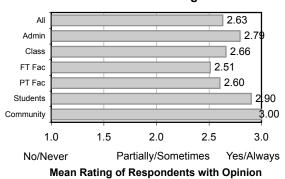
Page 9 of 18 5/5/2008

#### 23. The Board evaluates the Superintendent/President.

Item 23: Responses

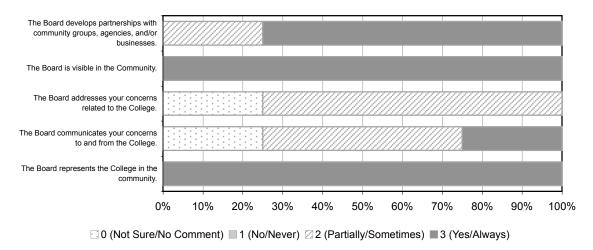


Item 23: Mean Rating

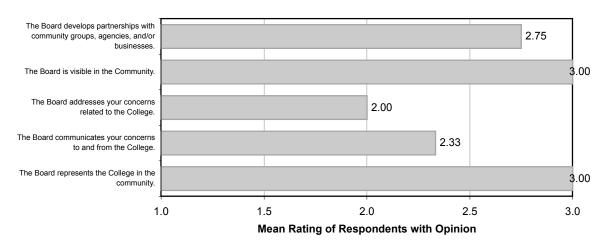


In addition to the questions about the Board of Trustees listed above, community members were asked five additional questions about the Board. Community responses are summarized below. Only community members were asked these questions. Responses were received from 4 community members:

#### **Community Items: Responses**

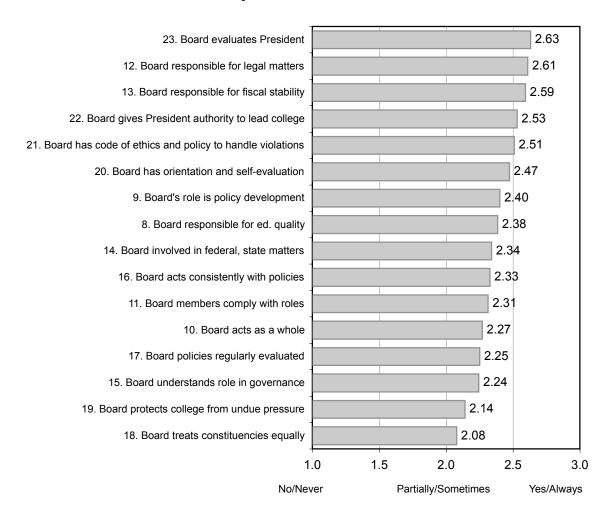


### **Community Items: Mean Ratings**



Page 10 of 18 5/5/2008

## **Summary of Part 2. Board of Trustees**



Mean Rating of Respondents with Opinion

### **Summary of Part 2 Comments**

	Comment	Number of	Percentage of
	Category	Comments	Comments
Positive	Board doing a good job	2	5%
Neutral	Respondent not clear about Board's role	10	26%
	Respondent not sure what Board does	3	8%
Negative	Board unclear about roles of Board, President	8	21%
	Board micromanages	6	15%
	Board focused on own agenda, not College's	3	8%
	Board does not communicate what they do	3	8%
	Board gives too much authority to President	3	8%
	Board does not understand governance	1	3%
	Total Comments	39	

Page 11 of 18 5/5/2008

# Part 3. Superintendent/President

24. The Superintendent/President has primary responsibility for the College/District.

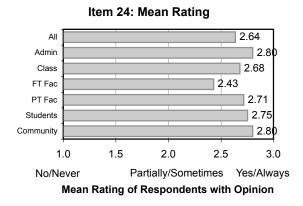
Item 24: Responses All (n=238) Admin (n=37) Class (n=64) FT Fac (n=65) PT Fac (n=47) Students (n=12) Community (n=5) 20% 40% 60% 80% Percentage of Group Responding □ 0 (Not Sure/No Comment) ■ 1 (No/Never)

■3 (Yes/Always)

3 (Yes/Always)

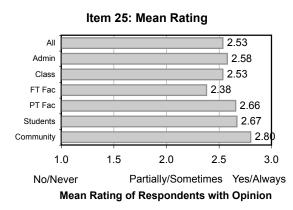
2 (Partially/Sometimes)

2 (Partially/Sometimes)

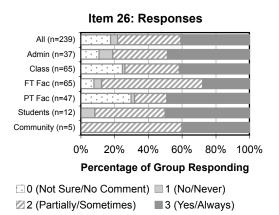


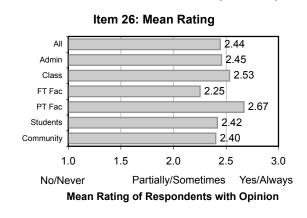
25. The Superintendent/President oversees all facets of the administrative structure of the College (i.e., planning, hiring, supervising, developing, evaluating).

Item 25: Responses All (n=239) Admin (n=37) Class (n=65) FT Fac (n=65) PT Fac (n=47) Students (n=12) Community (n=5) 20% 40% 60% 80% 100% Percentage of Group Responding □ 0 (Not Sure/No Comment) □ 1 (No/Never)



26. The Superintendent/President delegates to others tasks within their area of responsibility.

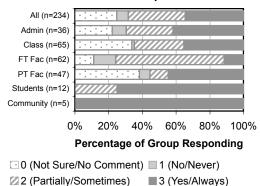




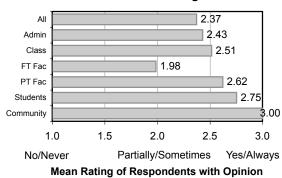
Page 12 of 18 5/5/2008

27. The Superintendent/President supports governance.

Item 27: Responses

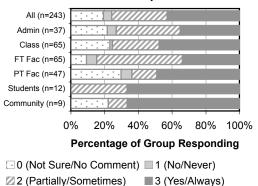


Item 27: Mean Rating

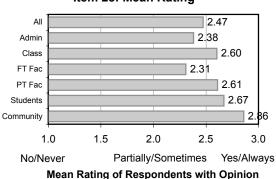


28. The Superintendent/President supports efforts to meet the needs of the diverse communities served by the District.

Item 28: Responses

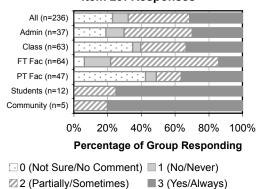


Item 28: Mean Rating

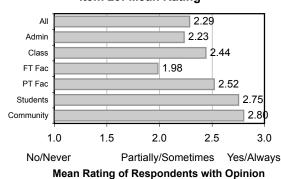


29. The Superintendent/President advocates for fair and transparent processes.

Item 29: Responses



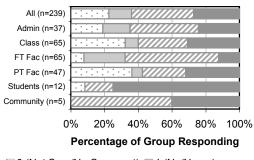
Item 29: Mean Rating



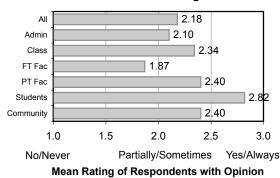
Page 13 of 18 5/5/2008

30. The Superintendent/President is open to input from all constituencies.

Item 30: Responses



Item 30: Mean Rating

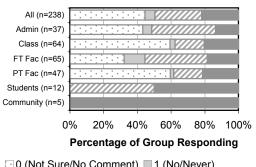


□ 0 (Not Sure/No Comment) □ 1 (No/Never)

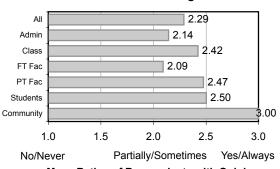
2 (Partially/Sometimes) ■3 (Yes/Always)

31. The Superintendent/President ensures that planning is developed from research/analysis.

Item 31: Responses



Item 31: Mean Rating

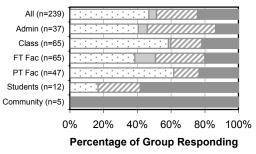


 □ 0 (Not Sure/No Comment) □ 1 (No/Never) 2 (Partially/Sometimes) 3 (Yes/Always)

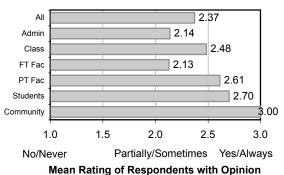
Mean Rating of Respondents with Opinion

32. The Superintendent/President ensures that planning is the basis for funding allocation.

Item 32: Responses



Item 32: Mean Rating



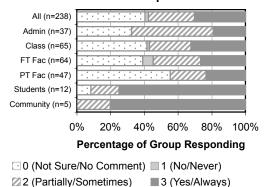
□ 0 (Not Sure/No Comment) □ 1 (No/Never)

2 (Partially/Sometimes) ■3 (Yes/Always)

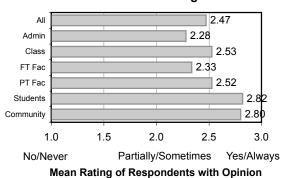
5/5/2008 Page 14 of 18

33. The Superintendent/President oversees the District's budget.

Item 33: Responses

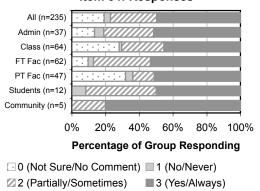


Item 33: Mean Rating

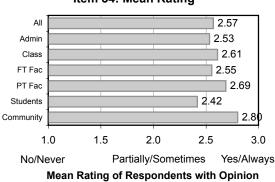


34. The Superintendent/President represents the College to the community, including state and federal agencies.

Item 34: Responses

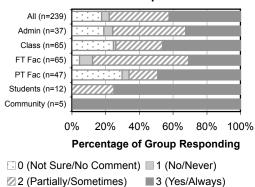


Item 34: Mean Rating

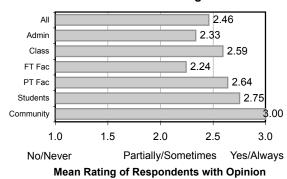


35. The Superintendent/President has focused the College community on vital campus issues (i.e. enrollment; student recruitment, retention, and success; state of college budget, transparency of processes; the inclusion of the Garfield Campus).

Item 35: Responses



Item 35: Mean Rating



Page 15 of 18 5/5/2008

36. The Superintendent/President assures the implementation of statutes, regulations, and governing Board policies.

Item 36: Responses

All (n=236)
Admin (n=37)
Class (n=65)
FT Fac (n=64)
PT Fac (n=45)
Students (n=12)
Community (n=5)

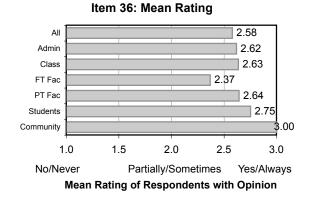
0% 20% 40% 60% 80% 100%

Percentage of Group Responding

0 (Not Sure/No Comment) 1 (No/Never)

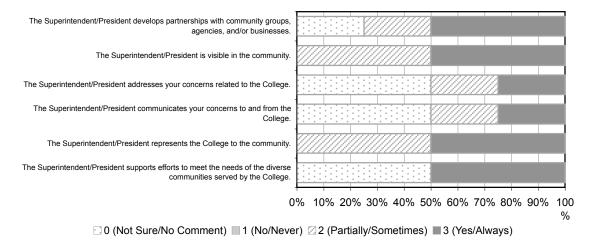
3 (Yes/Always)

2 (Partially/Sometimes)

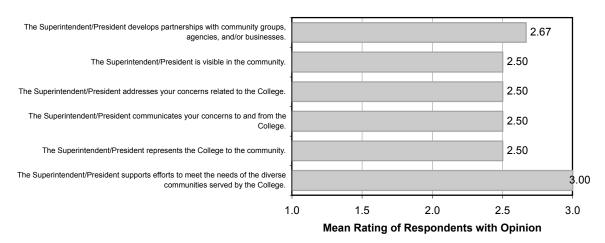


In addition to the questions about the Superintendent/President listed above, community members were asked five additional questions about the Superintendent/President. Community responses are summarized below. Only community members were asked these questions. Responses were received from 4 community members.

#### **Community Items: Responses**

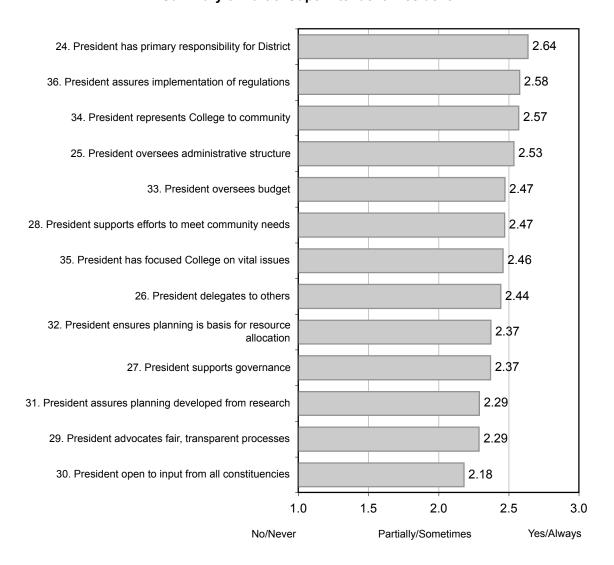


### **Community Items: Mean Ratings**



Page 16 of 18 5/5/2008

## Summary of Part 3. Superintendent/President



Mean Rating of Respondents with Opinion

Page 17 of 18 5/5/2008

## **Summary of Part 3 Comments**

	Comment Category	Number of Comments	Percentage of Comments
Positive	Respondent likes President President has included Garfield Campus	12 1	26% 2%
Neutral	Respondent not clear about Pres. role	5	11%
Negative	Micromanages Does not follow governance process President not as visible now Respondent does not like President Transparent processes not followed consistently President too focused on enrollment, the budget Wrong first impression of the College	9 6 4 4 3 2	20% 13% 9% 9% 7% 4%
	Total Comments	46	

Page 18 of 18 5/5/2008

# **Summary of All Comments**

1. Governance			ce	2. Board of Trustees			3. Superintendent/President			
Da aithre		(100/)	Carrante	2	(50()	Decord dains a sead inh	12	(260/)	Decreed out libra Duraid out	
Positive	6	(19%)	Governance works	2	(5%)	Board doing a good job		. ,	Respondent likes President President has included Garfield Campus	
Neutral	4	(13%)	Respondent unfamiliar with governance	10	(26%)	Respondent not clear about Board's role	5	(11%)	Respondent not clear about Pres. role	
	1	(3%)	Need to involve adjuncts	3	(8%)	Respondent not sure what Board does				
Negative	10	(32%)	Governance decisions not always followed	8	(21%)	Board unclear about roles of Board, President	9	(19%)	Micromanages	
	4	(13%)	Not focused on students	6	(15%)	Board micromanages	6	(13%)	Does not follow governance process	
	3	(10%)	Not enough participation	3	(8%)	Board focused on own agenda, not College's	4	(9%)	President not as visible now	
	2	(6%)	Governance sometimes unfair	3	(8%)	Board does not communicate what they do	4	(9%)	Respondent does not like President	
	1	(3%)	Governance inefficient	3	(8%)	Board gives too much authority to President	3	(6%)	Transparent processes not followed consistently	
				1	(3%)	Board does not understand governance	2	(4%)	President too focused on enrollment, the budget	
							1	(2%)	Wrong first impression of the College	
Total	31			39			47			