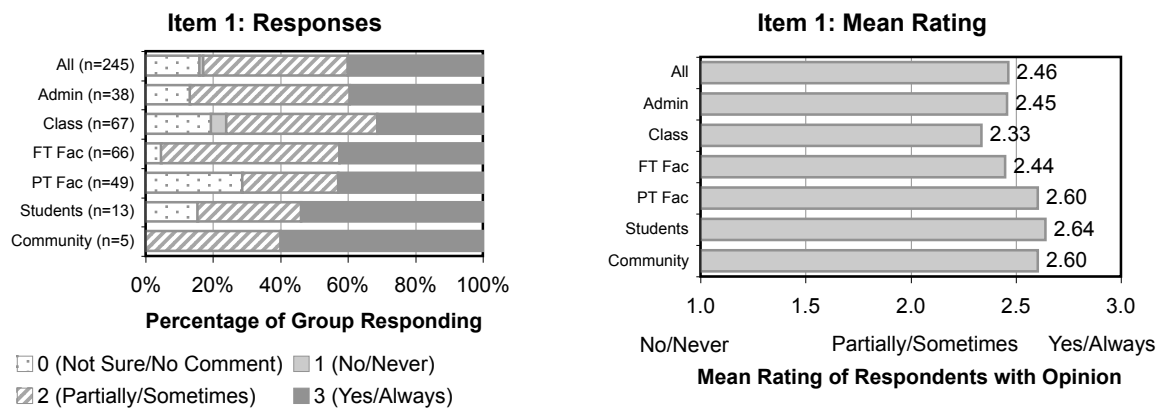


Glendale Community College Leadership Survey 2008 Results

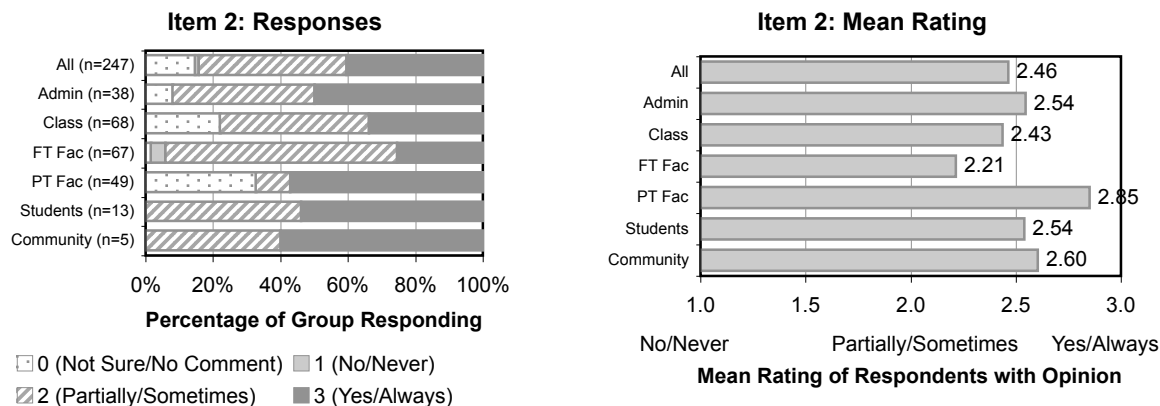
The following graphs show responses to the items on the 2008 Leadership Survey. For each item, the graph on the left shows the percentage of respondents in each group who answered 0 (Not Sure/No Comment), 1 (No/Never), 2 (Partially/Sometimes), and 3 (Yes/Always). The graph on the right shows the average 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

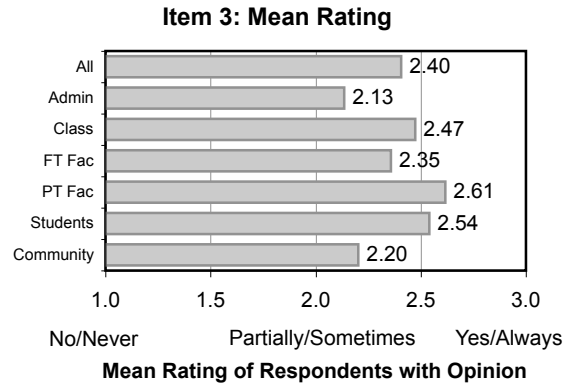
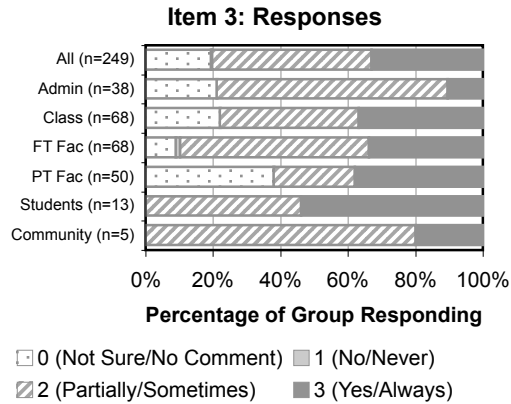
1. Employees have a defined role and responsibility as it relates to governance (i.e., policy development, institutional planning, and budget recommendations).



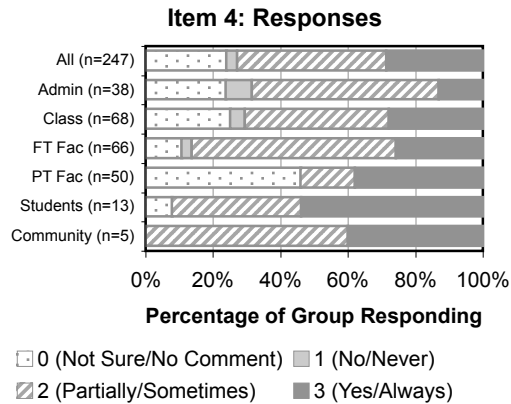
2. The College follows a well-defined governance process.



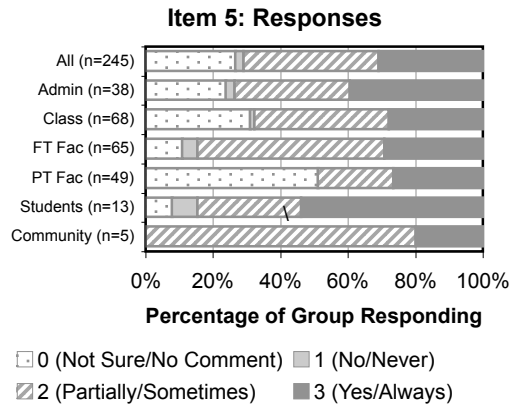
3. College governance committees focus on student needs when making recommendations.



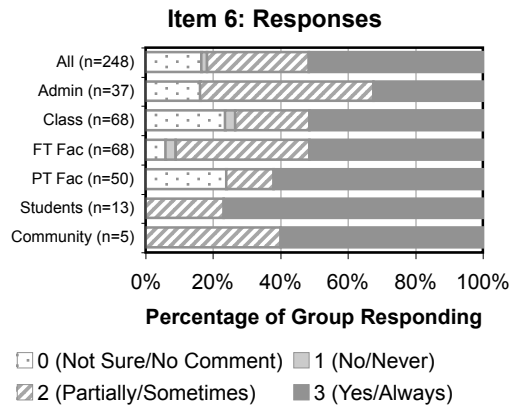
4. College governance committees focus on the College Mission Statement when making recommendations.



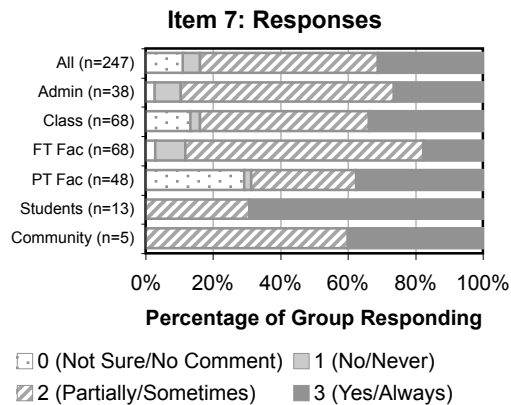
5. Constituency input is factored into governance recommendations.



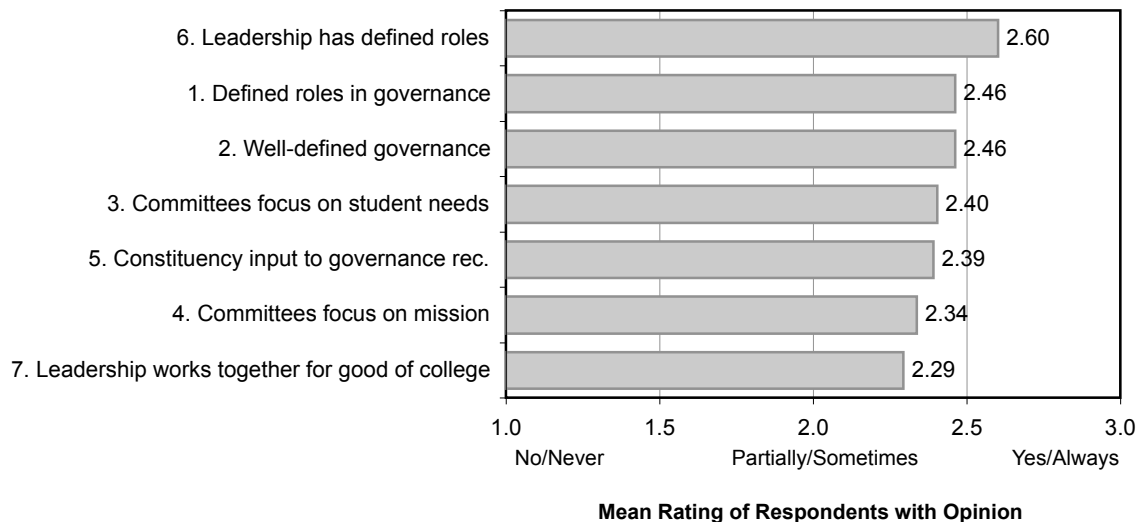
6. Campus Leadership (the Board, Superintendent/President, management, Academic Senate, Faculty Guild, CSEA, ASGCC) has defined roles in the governance process.



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

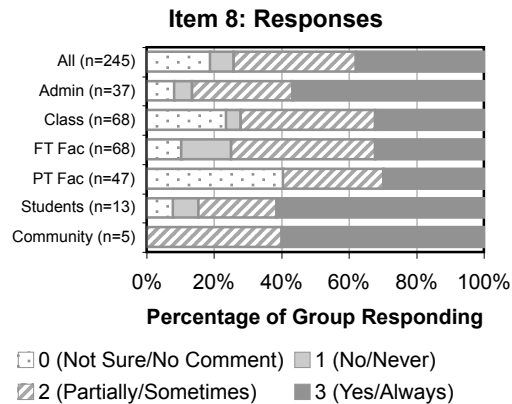


Summary of Part 1 Comments

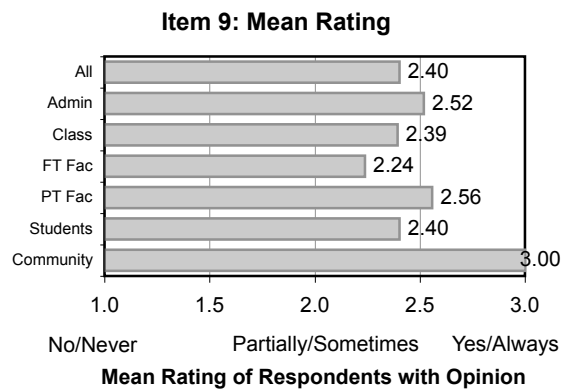
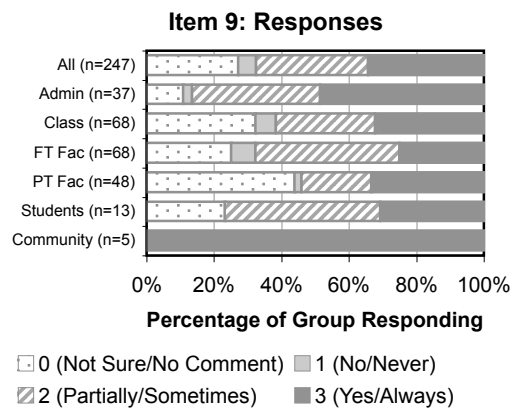
	Comment Category	Number of Comments	Percentage of Comments
<i>Positive</i>	Governance works	6	19%
<i>Neutral</i>	Respondent unfamiliar with governance	4	13%
	Need to involve adjuncts	1	3%
<i>Negative</i>	Governance decisions not always followed	10	32%
	Not focused on students	4	13%
	Not enough participation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

Part 2. Board of Trustees

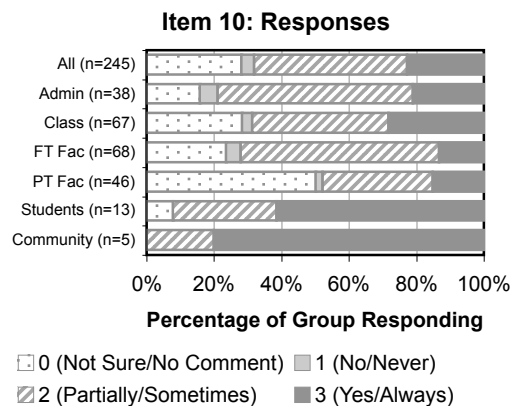
8. The Board has ultimate responsibility for the educational quality of the institution.



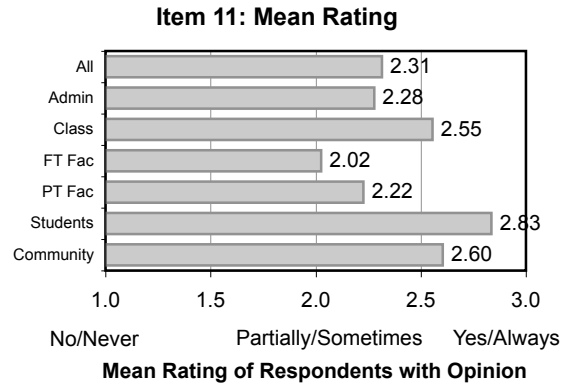
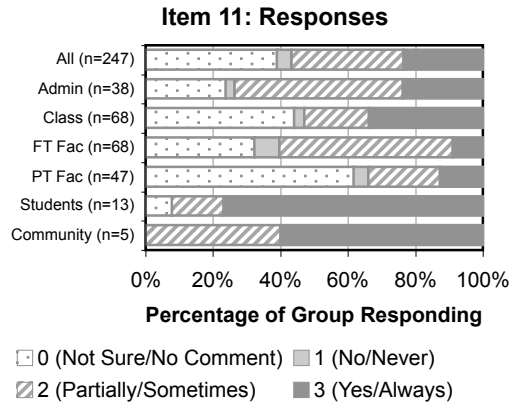
9. The Board's primary role is policy development.



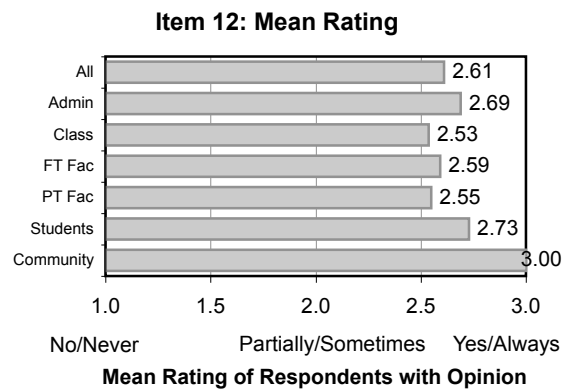
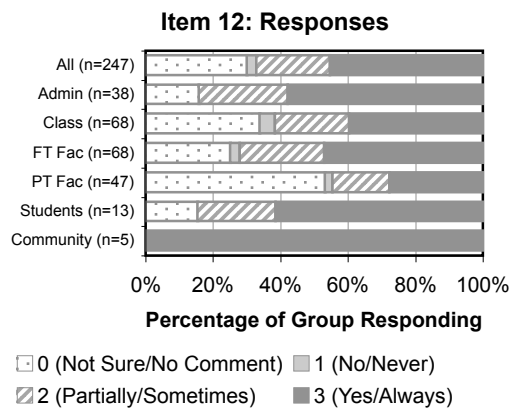
10. The Board acts as a whole.



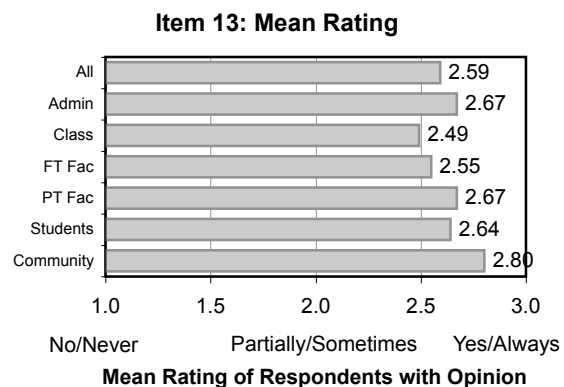
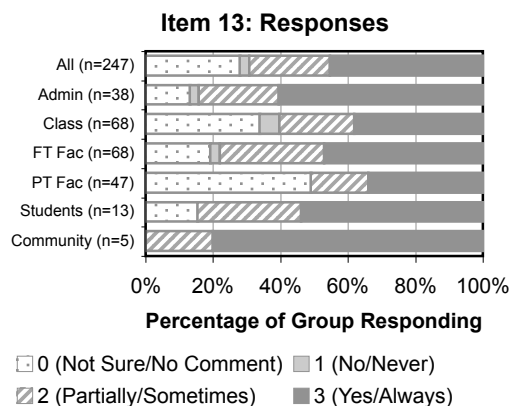
11. Board members comply with their role as individual Board members.



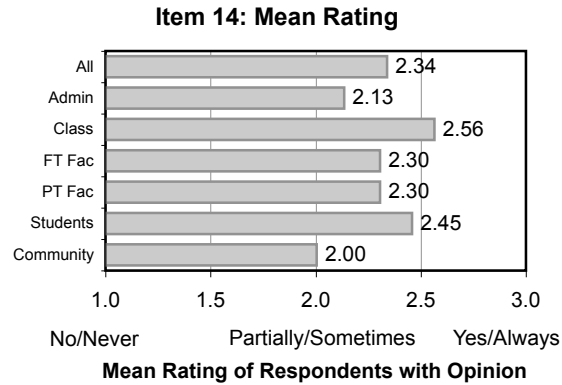
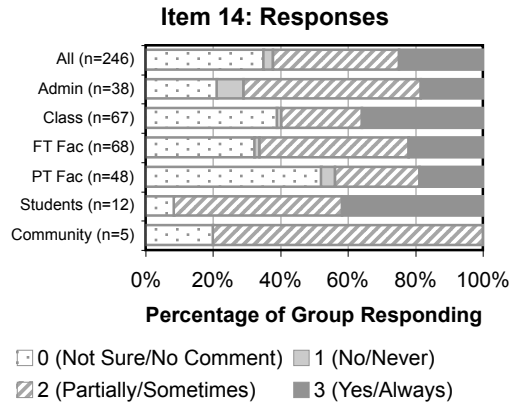
12. The Board has ultimate responsibility for legal matters.



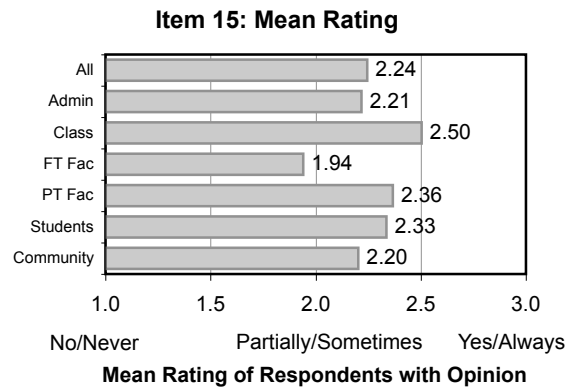
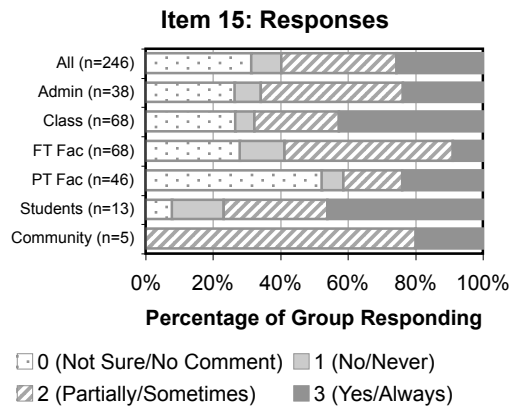
13. The Board has ultimate responsibility for the fiscal stability of the District.



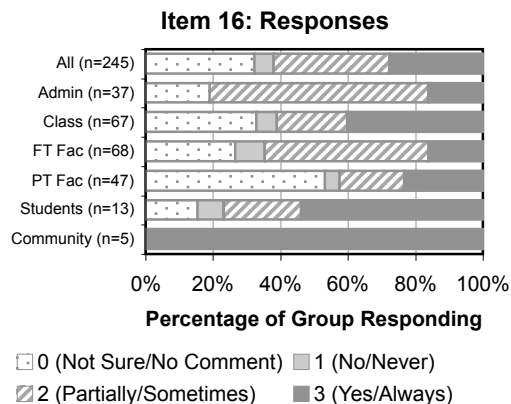
14. The Board is involved in state and federal legislative matters.



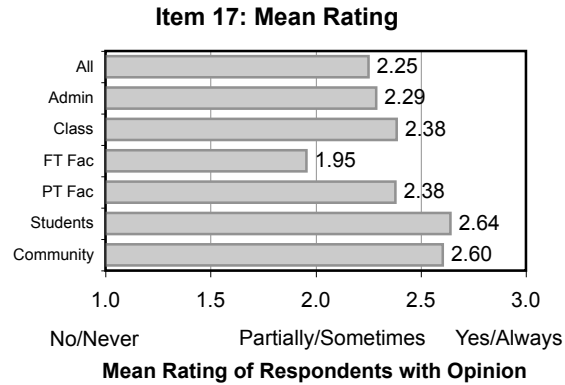
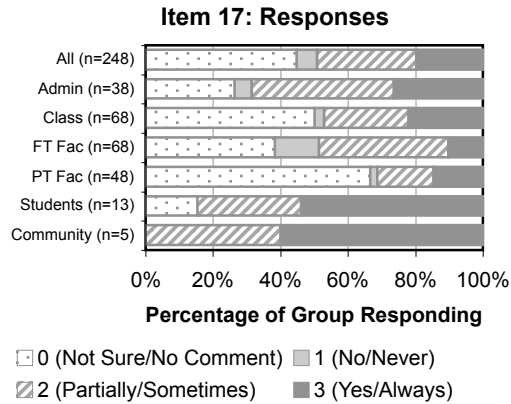
15. The Board understands its role and responsibility as it relates to governance.



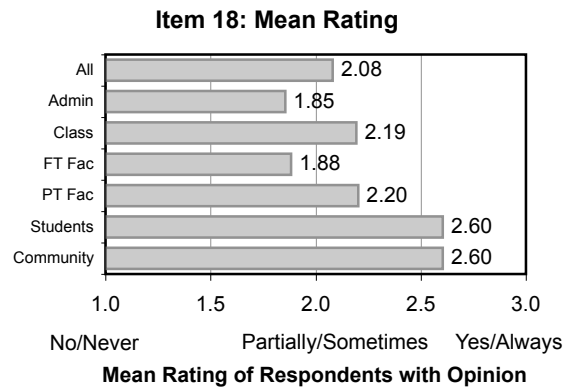
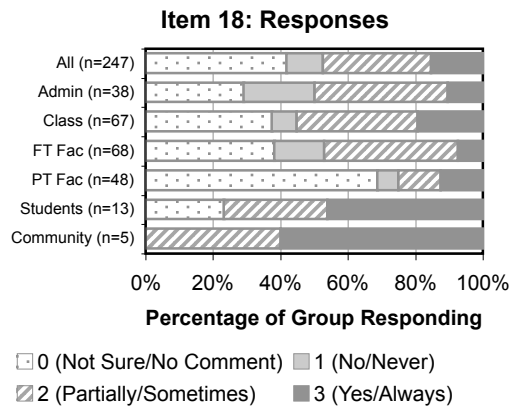
16. The Board acts in a manner consistent with its operating policies.



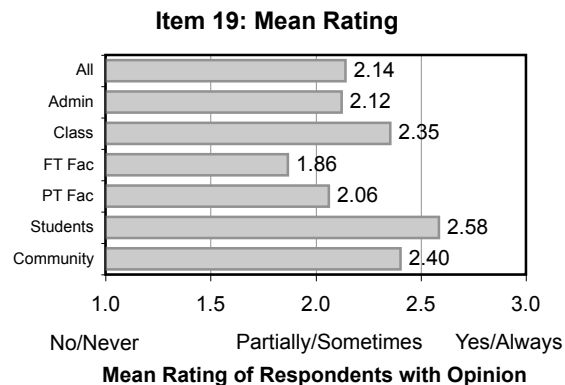
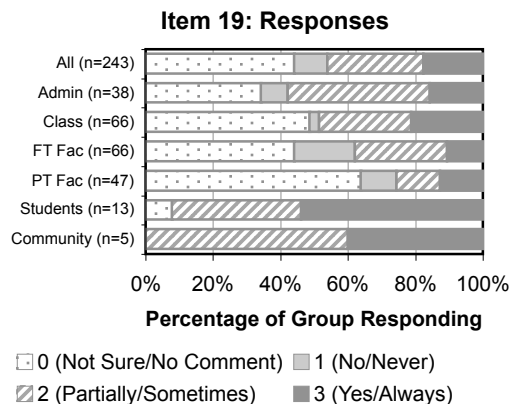
17. Board policies (both operating and institutional) are regularly evaluated.



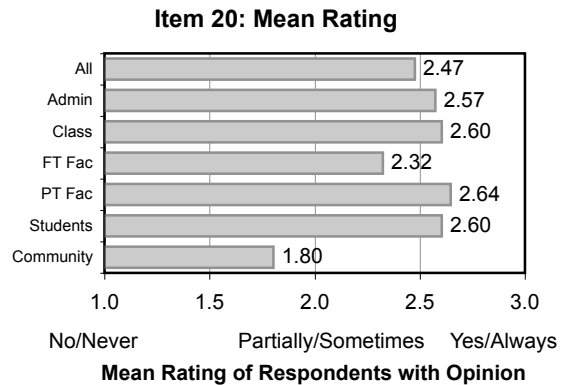
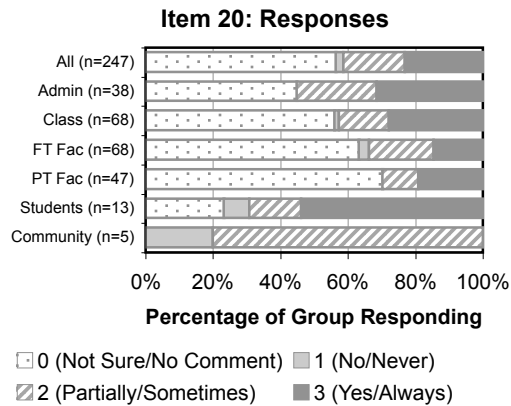
18. The Board treats all constituency and community groups equally.



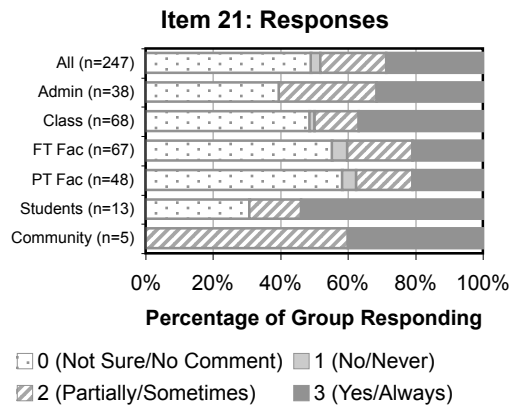
19. The Board protects the College from undue influence and pressure.



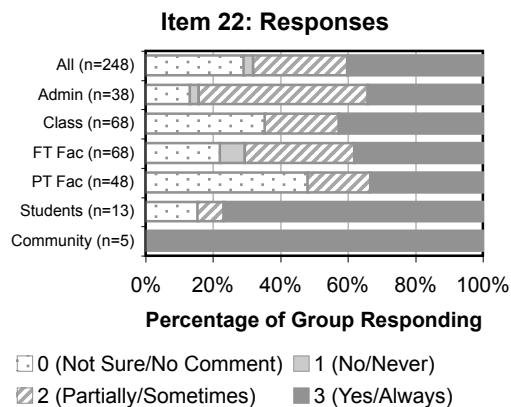
20. The Board follows a process for Board development (including new Board member orientation and Board self-evaluation.)



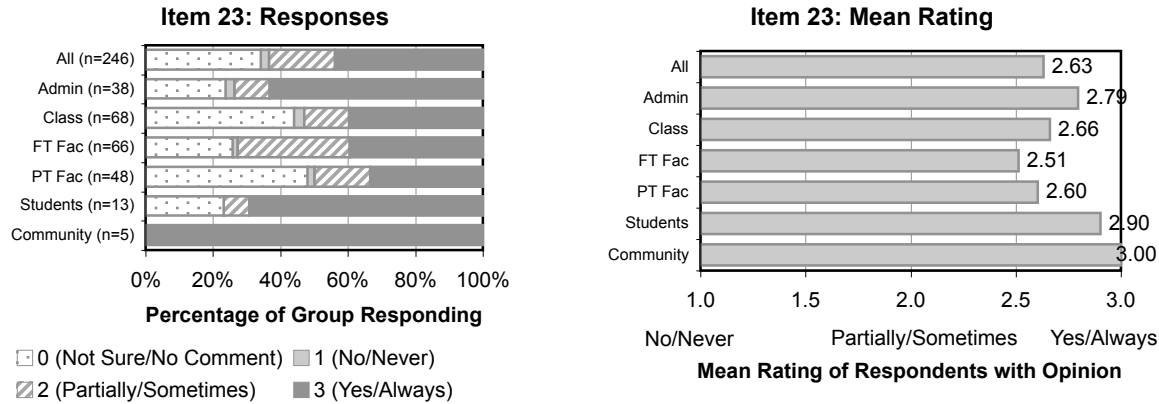
21. The Board follows their code of ethics policy, which includes a process for handling violations.



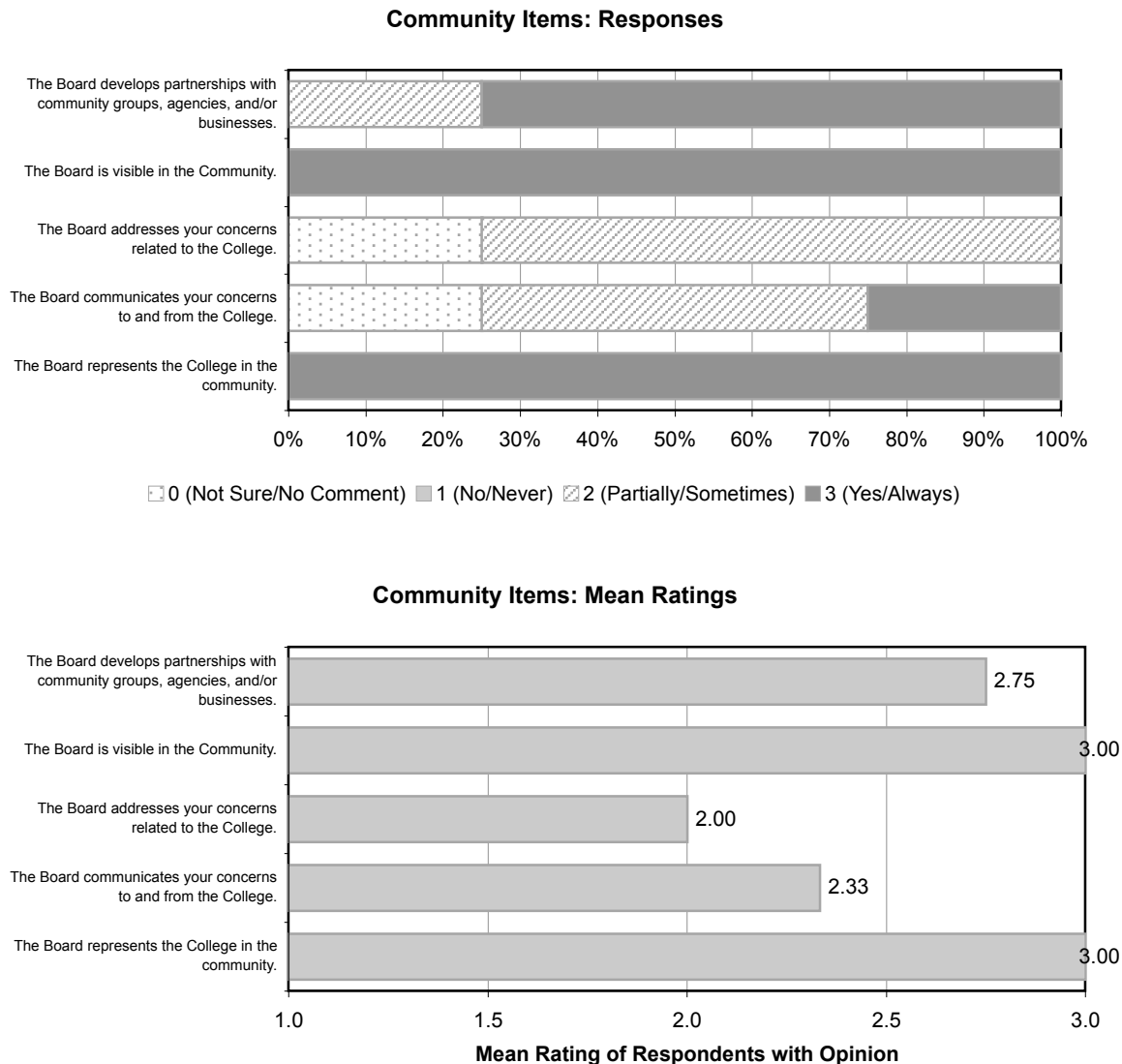
22. The Board has given the Superintendent/President authority to lead the College.



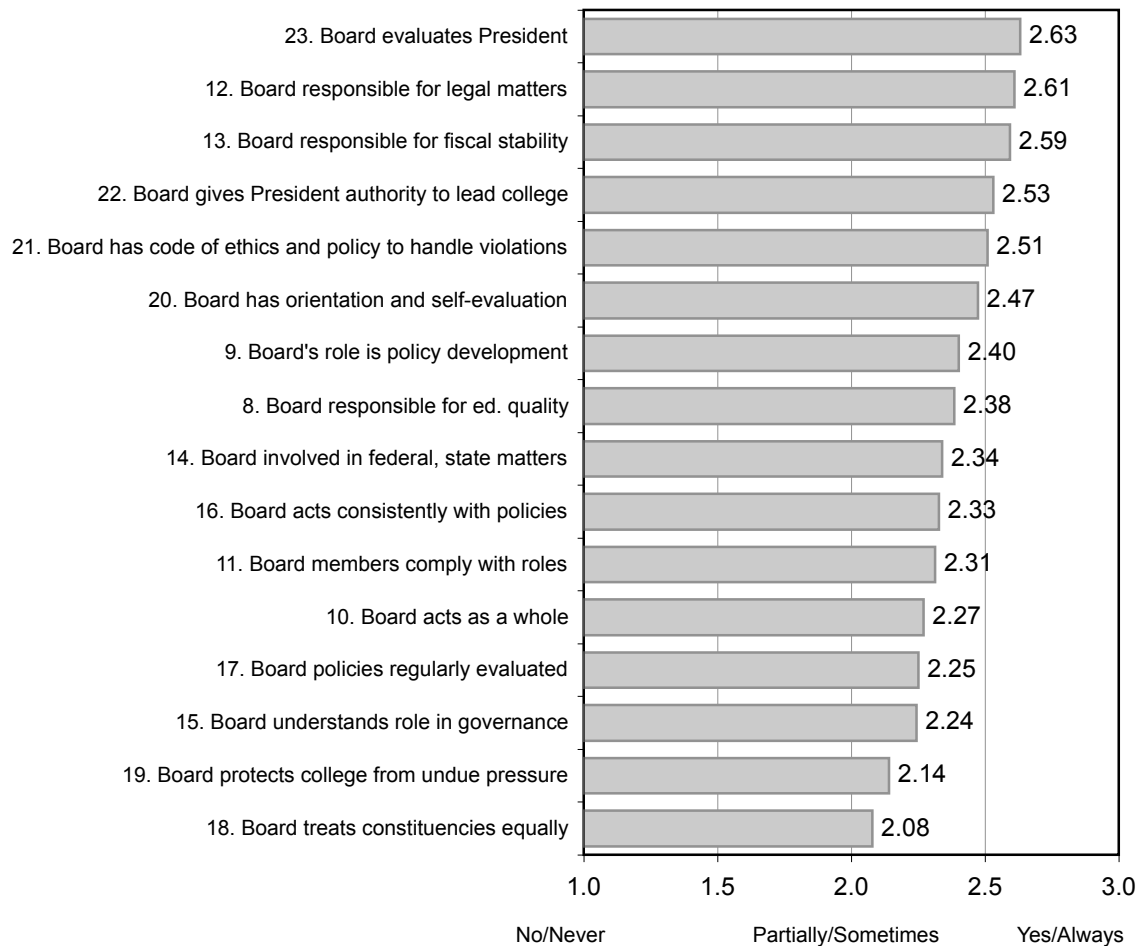
23. The Board evaluates the Superintendent/President.



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:



Summary of Part 2. Board of Trustees



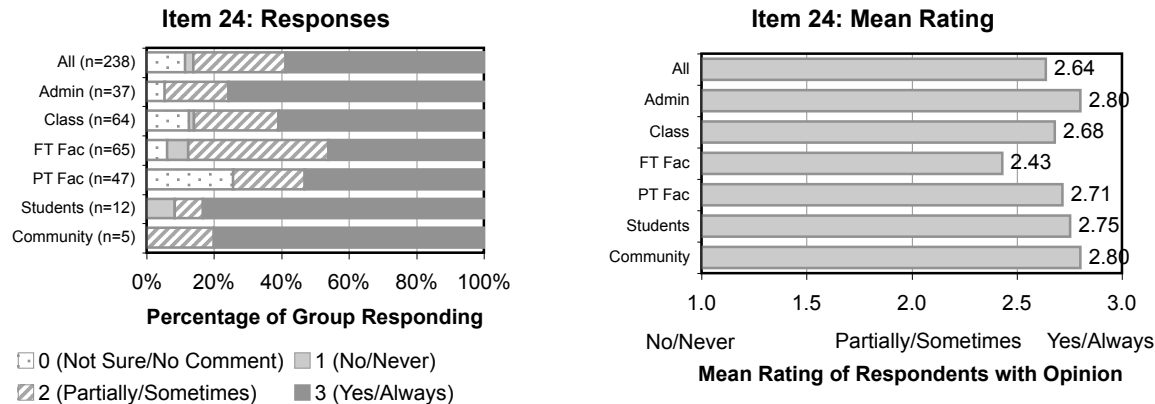
Mean Rating of Respondents with Opinion

Summary of Part 2 Comments

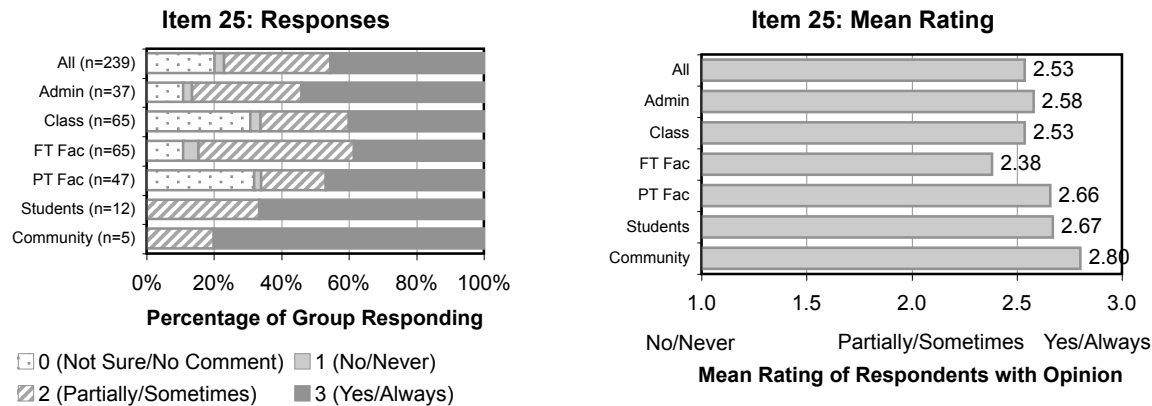
	Comment Category	Number of Comments	Percentage of Comments
Positive	Board doing a good job	2	5%
Neutral	Respondent not clear about Board's role	10	26%
	Respondent not sure what Board does	3	8%
Negative	Board unclear about roles of Board, President	8	21%
	Board micromanages	6	15%
	Board focused on own 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	

Part 3. Superintendent/President

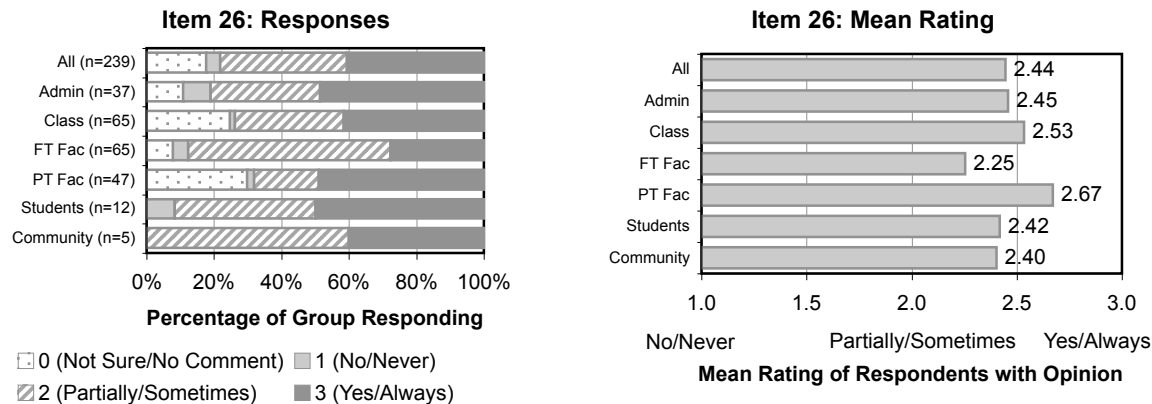
24. The Superintendent/President has primary responsibility for the College/District.



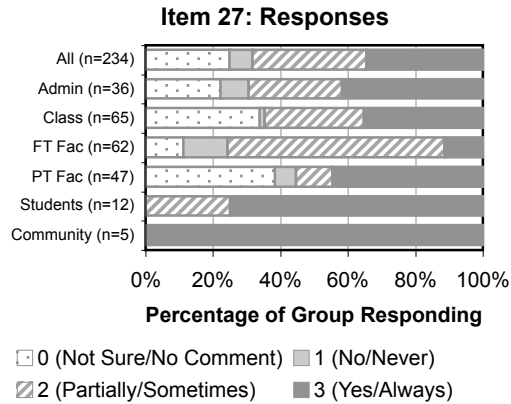
25. The Superintendent/President oversees all facets of the administrative structure of the College (i.e., planning, hiring, supervising, developing, evaluating).



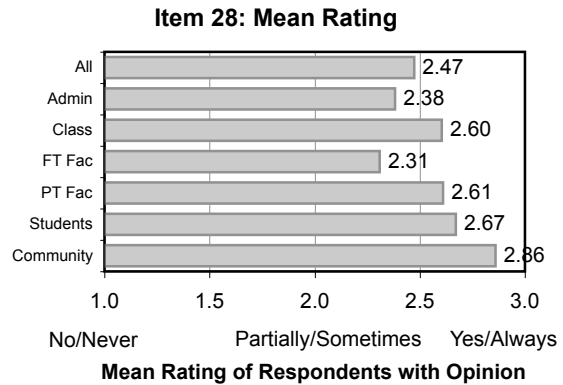
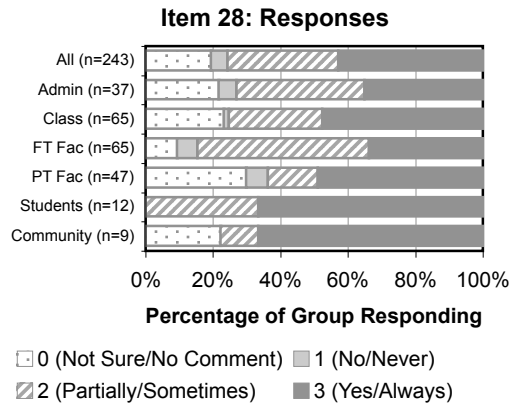
26. The Superintendent/President delegates to others tasks within their area of responsibility.



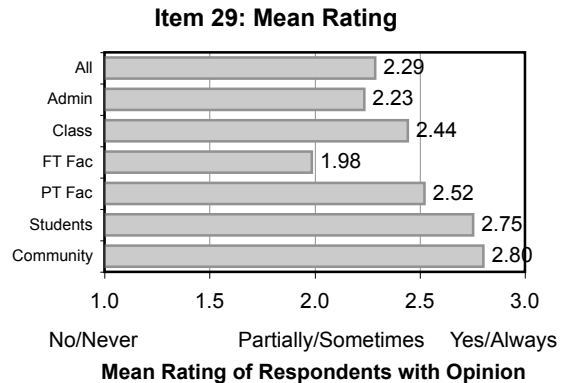
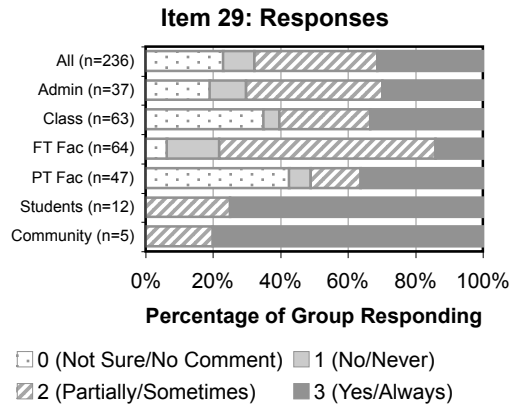
27. The Superintendent/President supports governance.



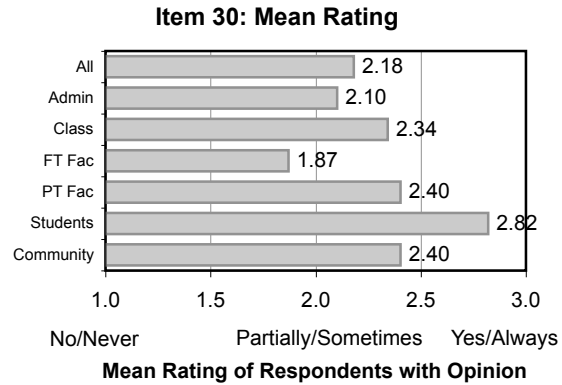
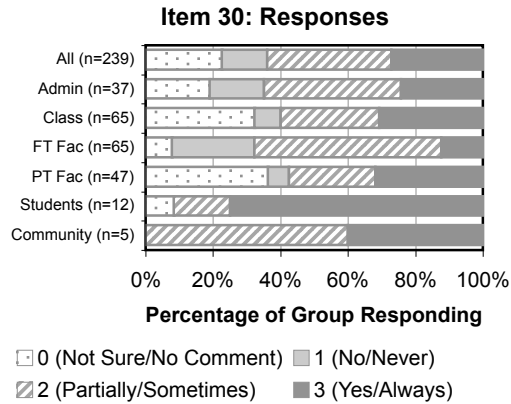
28. The Superintendent/President supports efforts to meet the needs of the diverse communities served by the District.



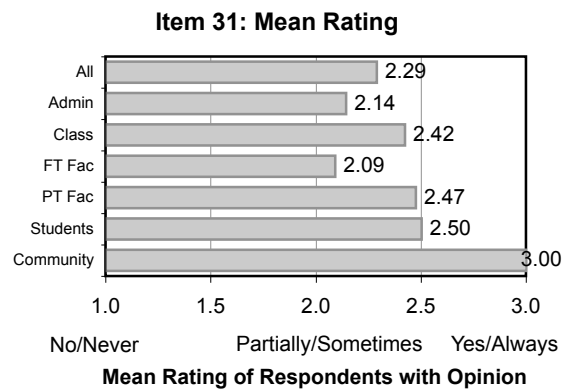
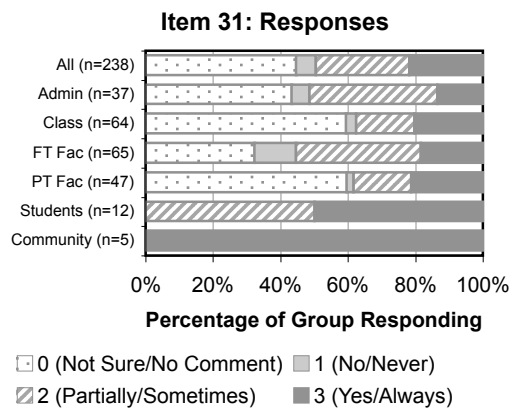
29. The Superintendent/President advocates for fair and transparent processes.



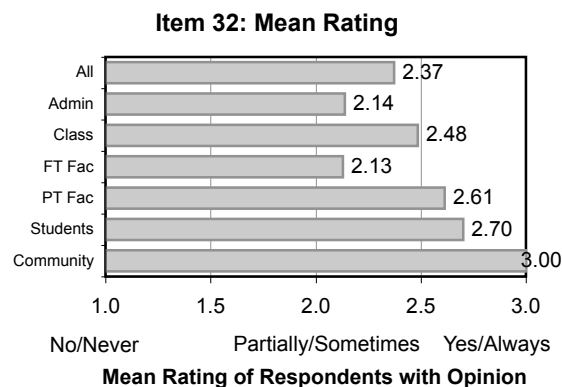
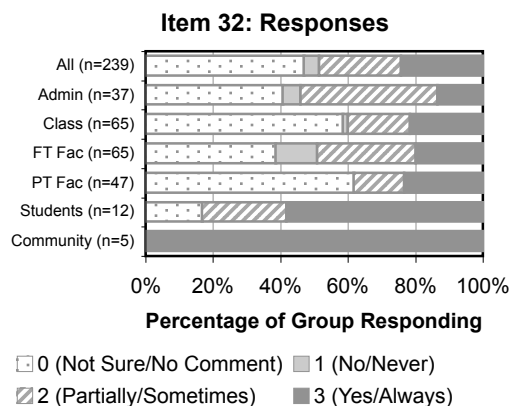
30. The Superintendent/President is open to input from all constituencies.



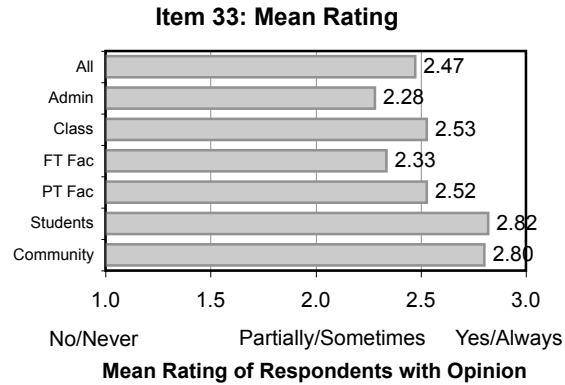
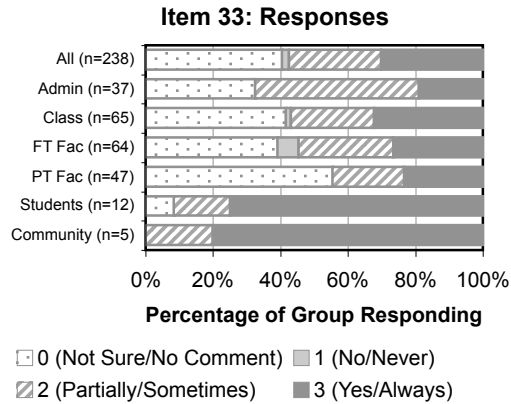
31. The Superintendent/President ensures that planning is developed from research/analysis.



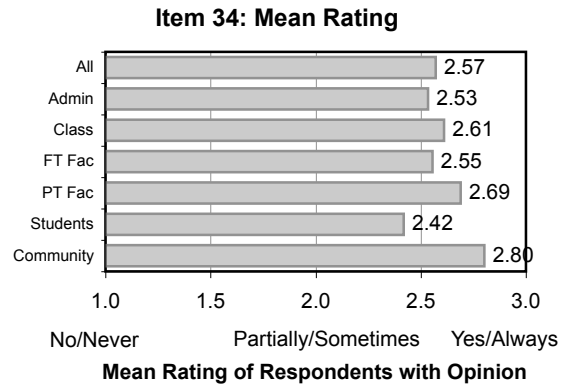
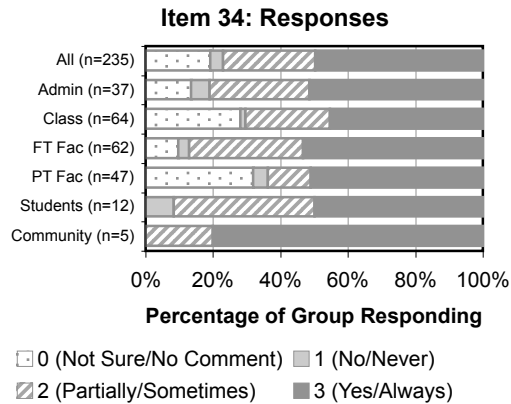
32. The Superintendent/President ensures that planning is the basis for funding allocation.



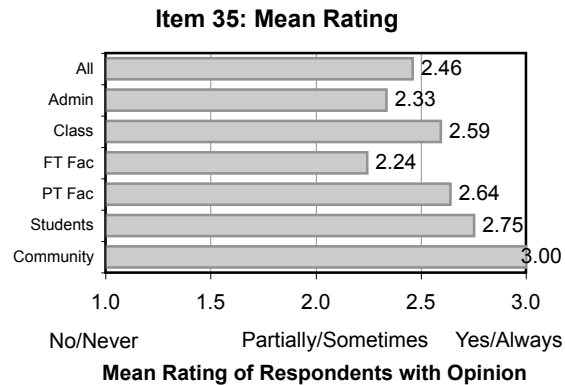
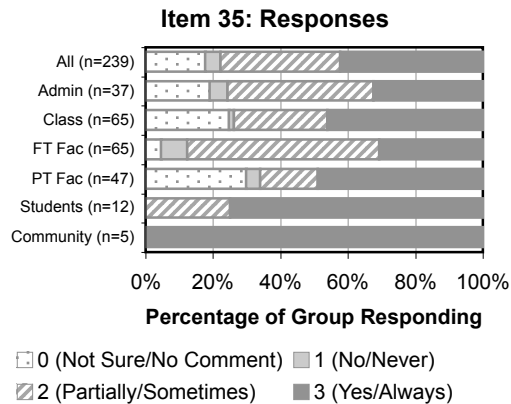
33. The Superintendent/President oversees the District's budget.



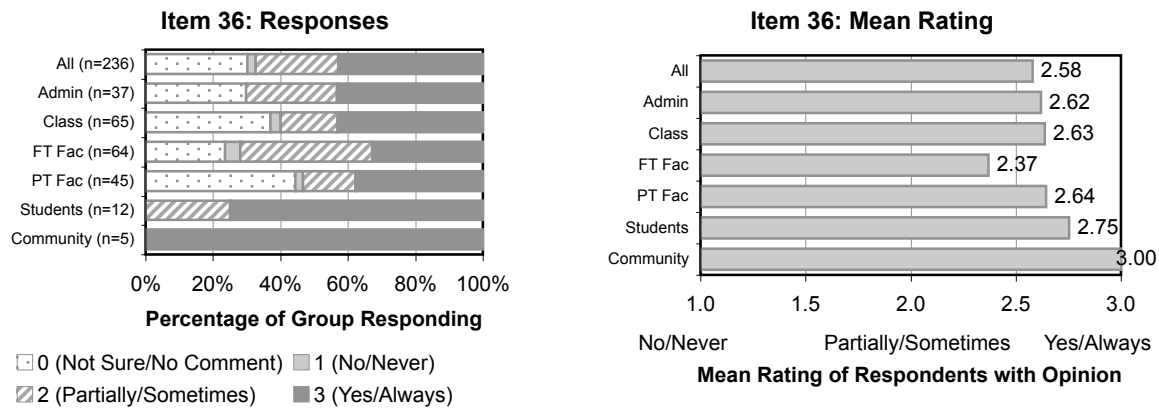
34. The Superintendent/President represents the College to the community, including state and federal agencies.



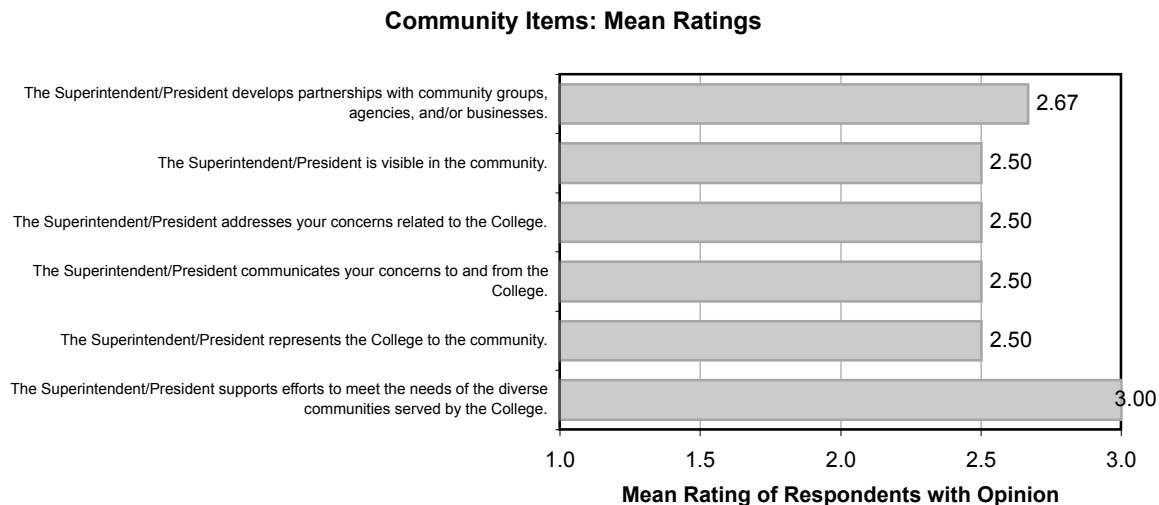
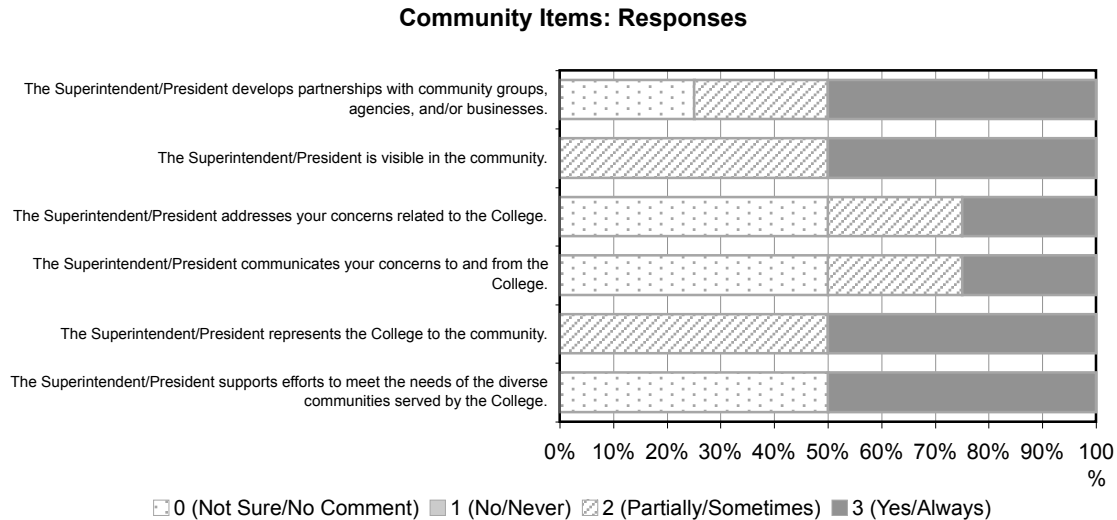
35. The Superintendent/President has focused the College community on vital campus issues (i.e. enrollment; student recruitment, retention, and success; state of college budget, transparency of processes; the inclusion of the Garfield Campus).



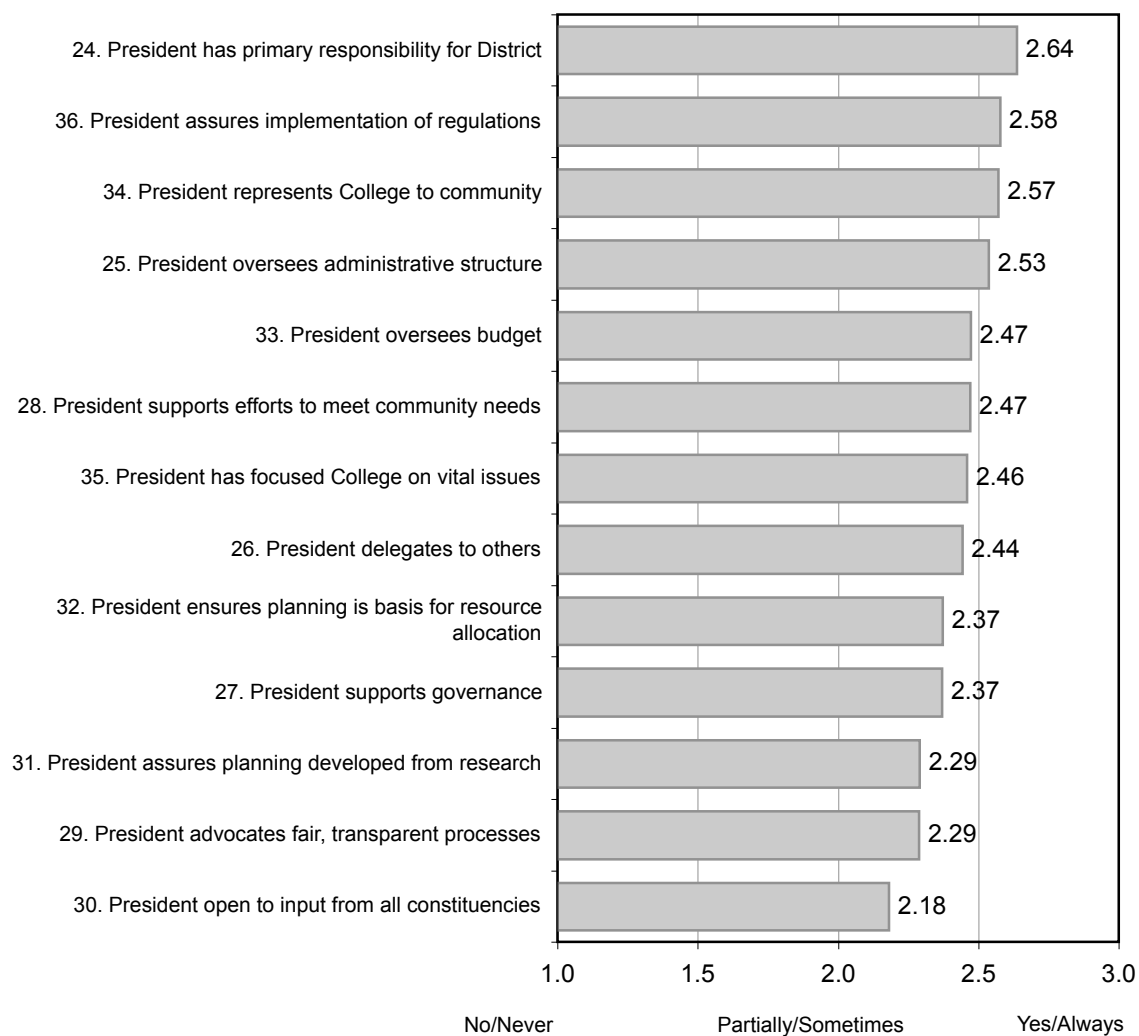
36. The Superintendent/President assures the implementation of statutes, regulations, and governing Board policies.



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.



Summary of Part 3. Superintendent/President



Mean Rating of Respondents with Opinion

Summary of Part 3 Comments

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

Summary of All Comments

	1. Governance			2. Board of Trustees			3. Superintendent/President	
Positive	6	(19%)	Governance works	2	(5%)	Board doing a good job	12	(26%) Respondent likes President
							1	(2%) 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	