

**Glendale Community College  
Leadership Survey 2009 Results**

This report summarizes the results of the 2009 Leadership Survey. The survey was conducted as an online survey between March 2, 2009 and March 11, 2009. The total number of respondents was 184. Respondents' primary roles at GCC were grouped into the following categories:

| <b>Category</b>           | <b>2009 Survey</b>           |  |  | <b>Number of Respondents, 2008</b> |
|---------------------------|------------------------------|--|--|------------------------------------|
|                           | <b>Number of Respondents</b> | <b>Approximate Number of GCC Employees in Category</b> | <b>Approximate Percent of Employees Responding</b> |                                    |
| Full-time Faculty Members | 75                           | 250  | 30%  | 69 (28%)                           |
| Adjunct Faculty Members   | 28                           | 530  | 5%   | 50 (10%)                           |
| Classified Staff          | 38                           | 320  | 12%  | 68 (22%)                           |
| Administrators/Managers   | 33                           | 65   | 51%  | 38 (58%)                           |
| Other                     | 8                            |  |  | 22                                 |
| Missing                   | 2                            |  |  | 8                                  |
| <b>Total</b>              | <b>184</b>                   | <b>1,165</b>   | <b>16%</b>   | <b>255 (22%)</b>                   |

The "other" group consists of diverse categories such as Board members and student workers.

In the report on the following pages, graphs show responses for both the 2008 and 2009 Leadership Surveys. Although most of the survey questions were identical or similar from 2008 to 2009, the response scale was changed. In 2008, the survey asked respondents to indicate whether an activity occurred with the choices "Yes/Always," "Partial/Sometimes," or "No/Never." The 2009 survey asked respondents whether they agreed or disagreed with a statement. The 2009 choices were "Strongly disagree," "Disagree," "Neutral," "Agree," or "Strongly agree." Because of the differences in response scales, it is not valid to compare the graph percentages directly. However, both graphs are presented because it might be useful to compare the patterns of responses across different employee categories.

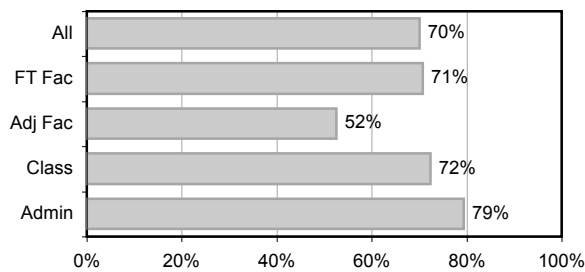
## Part 1. Governance and Leadership

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

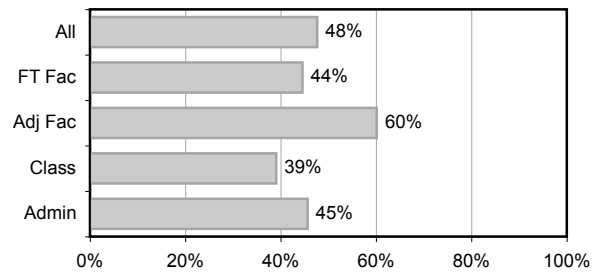
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 2%         | 1%         | 4%         | 0%         | 3%         |
| Disagree                                     | 11%        | 11%        | 18%        | 11%        | 6%         |
| Neutral                                      | 15%        | 17%        | 14%        | 16%        | 9%         |
| Agree  | 38%        | 43%        | 29%        | 39%        | 30%        |
| Strongly agree                               | 27%        | 28%        | 11%        | 29%        | 39%        |
| N/A or don't know                            | 7%         | 0%         | 25%        | 5%         | 12%        |
| <b>Total Respondents</b>                     | <b>183</b> | <b>75</b>  | <b>28</b>  | <b>38</b>  | <b>33</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>70%</b> | <b>71%</b> | <b>52%</b> | <b>72%</b> | <b>79%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

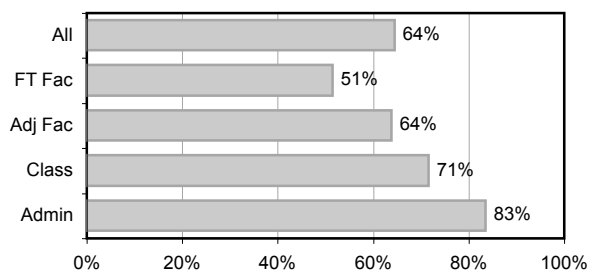


2. The College follows a well-defined governance process.

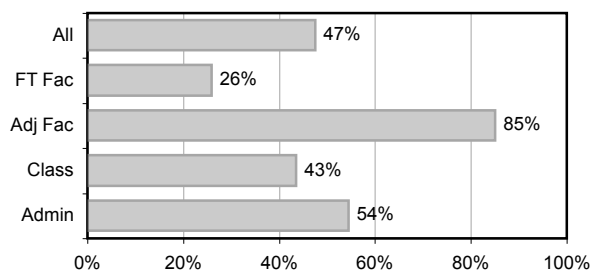
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 2%         | 5%         | 0%         | 0%         | 0%         |
| Disagree                                     | 14%        | 24%        | 11%        | 8%         | 6%         |
| Neutral                                      | 16%        | 19%        | 18%        | 18%        | 9%         |
| Agree  | 41%        | 40%        | 43%        | 45%        | 42%        |
| Strongly agree                               | 18%        | 11%        | 7%         | 21%        | 33%        |
| N/A or don't know                            | 8%         | 1%         | 21%        | 8%         | 9%         |
| <b>Total Respondents</b>                     | <b>183</b> | <b>75</b>  | <b>28</b>  | <b>38</b>  | <b>33</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>64%</b> | <b>51%</b> | <b>64%</b> | <b>71%</b> | <b>83%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

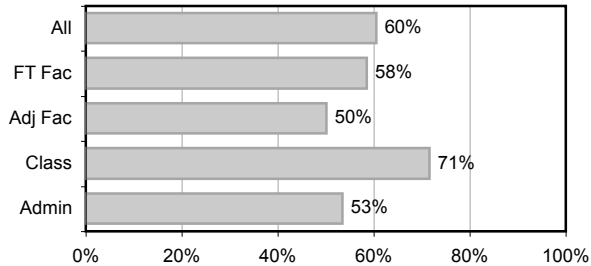


3. College governance committees focus on student needs when making recommendations.

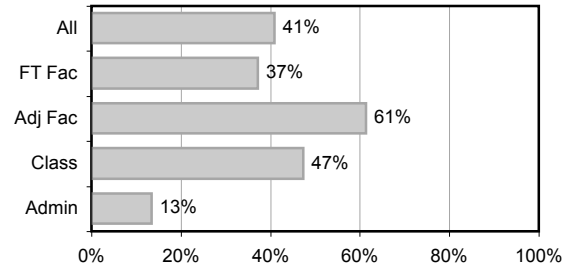
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 1%         | 1%         | 4%         | 0%         | 0%         |
| Disagree                                     | 15%        | 16%        | 11%        | 8%         | 24%        |
| Neutral                                      | 20%        | 23%        | 19%        | 19%        | 18%        |
| Agree  | 40%        | 39%        | 33%        | 49%        | 39%        |
| Strongly agree                               | 15%        | 18%        | 0%         | 19%        | 9%         |
| N/A or don't know                            | 9%         | 3%         | 33%        | 5%         | 9%         |
| <b>Total Respondents</b>                     | <b>180</b> | <b>74</b>  | <b>27</b>  | <b>37</b>  | <b>33</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>60%</b> | <b>58%</b> | <b>50%</b> | <b>71%</b> | <b>53%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

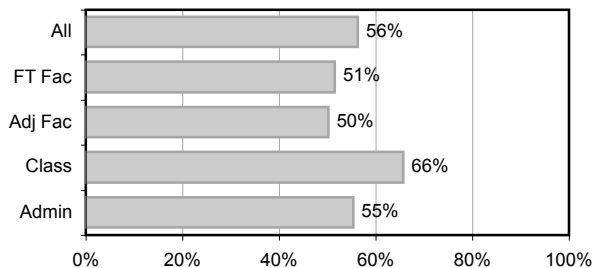


4. College governance committees focus on the Mission Statement when making recommendations.

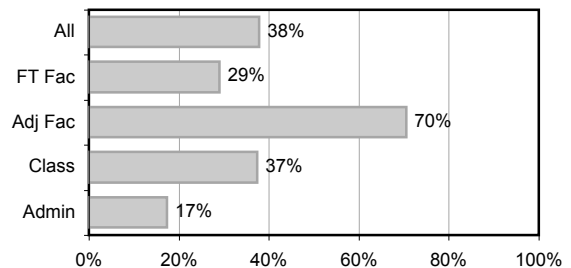
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 2%         | 3%         | 4%         | 0%         | 0%         |
| Disagree                                     | 13%        | 15%        | 11%        | 11%        | 16%        |
| Neutral                                      | 23%        | 30%        | 18%        | 16%        | 25%        |
| Agree  | 37%        | 43%        | 29%        | 37%        | 31%        |
| Strongly agree                               | 11%        | 7%         | 4%         | 13%        | 19%        |
| N/A or don't know                            | 14%        | 3%         | 36%        | 24%        | 9%         |
| <b>Total Respondents</b>                     | <b>181</b> | <b>74</b>  | <b>28</b>  | <b>38</b>  | <b>32</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>56%</b> | <b>51%</b> | <b>50%</b> | <b>66%</b> | <b>55%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

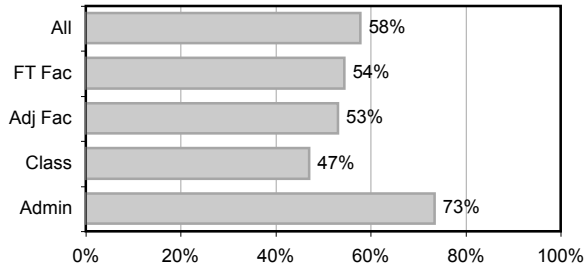


5. Constituency input is factored into governance recommendations.

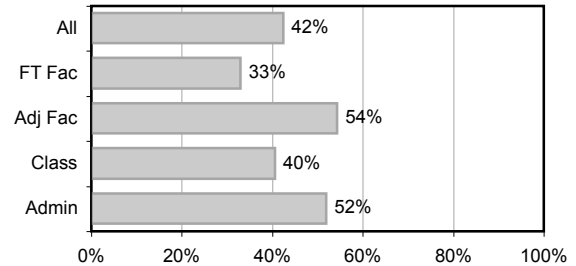
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 3%         | 3%         | 4%         | 0%         | 6%         |
| Disagree                                     | 14%        | 19%        | 11%        | 16%        | 6%         |
| Neutral                                      | 20%        | 22%        | 14%        | 30%        | 12%        |
| Agree  | 34%        | 43%        | 29%        | 24%        | 27%        |
| Strongly agree                               | 15%        | 8%         | 4%         | 16%        | 39%        |
| N/A or don't know                            | 14%        | 5%         | 39%        | 14%        | 9%         |
| <b>Total Respondents</b>                     | <b>181</b> | <b>74</b>  | <b>28</b>  | <b>37</b>  | <b>33</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>58%</b> | <b>54%</b> | <b>53%</b> | <b>47%</b> | <b>73%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

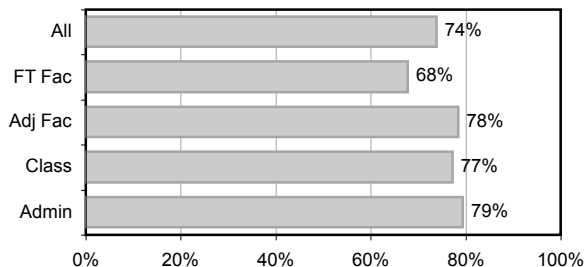


6. Campus Leadership (the Board, Superintendent/President, Management, Academic Senate, Faculty Guild, CSEA, ASGCC) has defined roles in the governance process.

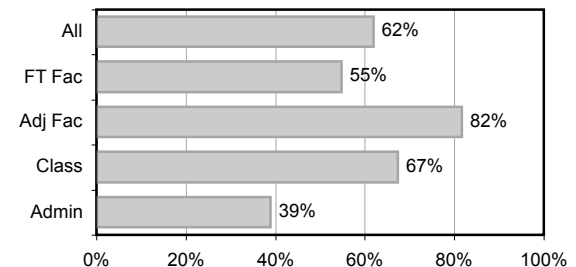
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 3%         | 5%         | 0%         | 0%         | 3%         |
| Disagree                                     | 8%         | 11%        | 7%         | 8%         | 3%         |
| Neutral                                      | 14%        | 15%        | 11%        | 14%        | 12%        |
| Agree  | 44%        | 49%        | 57%        | 41%        | 27%        |
| Strongly agree                               | 24%        | 16%        | 7%         | 32%        | 42%        |
| N/A or don't know                            | 7%         | 3%         | 18%        | 5%         | 12%        |
| <b>Total Respondents</b>                     | <b>180</b> | <b>73</b>  | <b>28</b>  | <b>37</b>  | <b>33</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>74%</b> | <b>68%</b> | <b>78%</b> | <b>77%</b> | <b>79%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

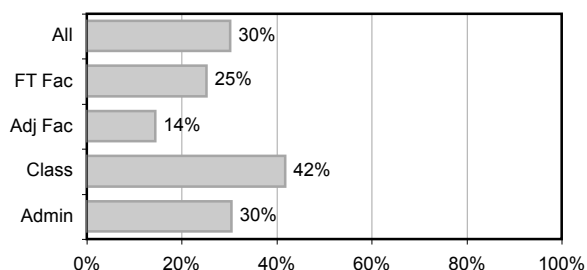


7. Campus Leadership (the Board, Superintendent/President, Management, Academic Senate, Faculty Guild, CSEA, ASGCC) work together for the good of the institution.

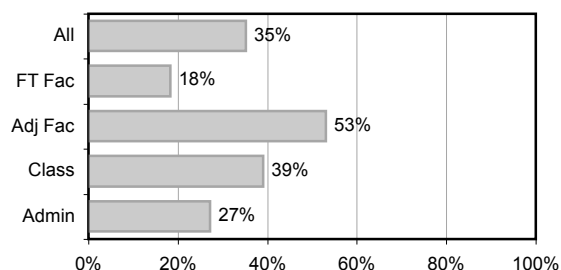
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 14%        | 23%        | 7%         | 3%         | 15%        |
| Disagree                                     | 28%        | 32%        | 29%        | 22%        | 30%        |
| Neutral                                      | 24%        | 18%        | 29%        | 32%        | 24%        |
| Agree  | 22%        | 23%        | 11%        | 27%        | 21%        |
| Strongly agree                               | 7%         | 1%         | 0%         | 14%        | 9%         |
| N/A or don't know                            | 6%         | 3%         | 25%        | 3%         | 0%         |
| <b>Total Respondents</b>                     | <b>181</b> | <b>74</b>  | <b>28</b>  | <b>37</b>  | <b>33</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>30%</b> | <b>25%</b> | <b>14%</b> | <b>42%</b> | <b>30%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

**Agreement of Respondents with Opinion (2009)**



**% Responding Yes/Always (2008)**



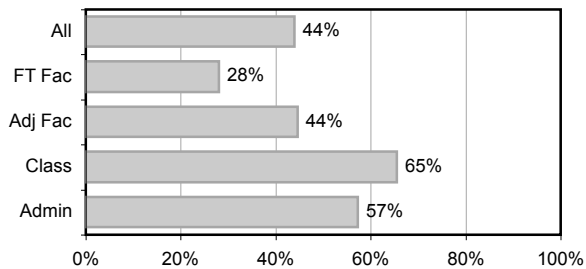
## Part 2. Board of Trustees

8. The Board assumes responsibility for the educational quality of the institution.

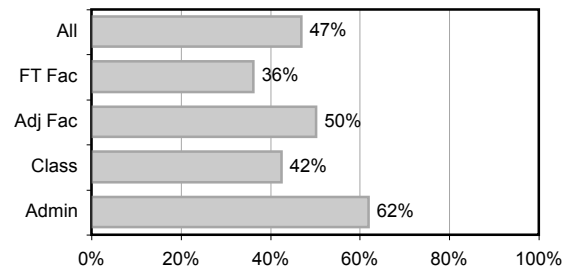
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 5%         | 12%        | 0%         | 0%         | 0%         |
| Disagree                                     | 24%        | 35%        | 24%        | 13%        | 16%        |
| Neutral                                      | 21%        | 25%        | 16%        | 17%        | 23%        |
| Agree  | 33%        | 25%        | 28%        | 40%        | 45%        |
| Strongly agree                               | 7%         | 3%         | 4%         | 17%        | 6%         |
| N/A or don't know                            | 10%        | 1%         | 28%        | 13%        | 10%        |
| <b>Total Respondents</b>                     | <b>160</b> | <b>69</b>  | <b>25</b>  | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>44%</b> | <b>28%</b> | <b>44%</b> | <b>65%</b> | <b>57%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



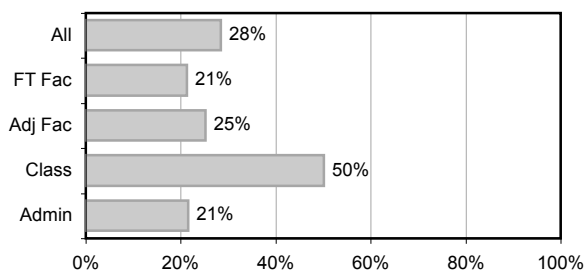
In 2008, this statement said "The Board has ultimate responsibility for the educational quality of the institution."

9. The Board adheres to its primary role of policy development.

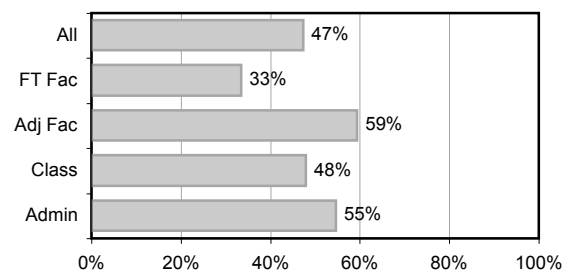
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 9%         | 17%        | 4%         | 3%         | 3%         |
| Disagree                                     | 31%        | 39%        | 16%        | 17%        | 42%        |
| Neutral                                      | 22%        | 19%        | 28%        | 20%        | 26%        |
| Agree  | 20%        | 20%        | 12%        | 27%        | 13%        |
| Strongly agree                               | 4%         | 0%         | 4%         | 13%        | 6%         |
| N/A or don't know                            | 14%        | 4%         | 36%        | 20%        | 10%        |
| <b>Total Respondents</b>                     | <b>160</b> | <b>69</b>  | <b>25</b>  | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>28%</b> | <b>21%</b> | <b>25%</b> | <b>50%</b> | <b>21%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



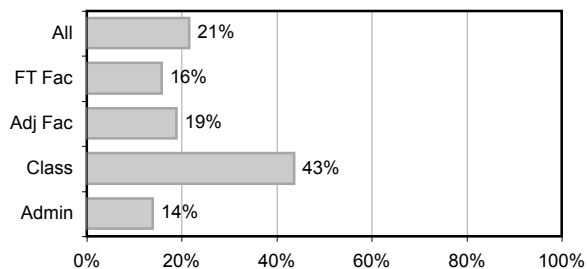
In 2008, this statement said "The Board's primary role is policy development."

10. Board members direct as a governing board and not as individuals.

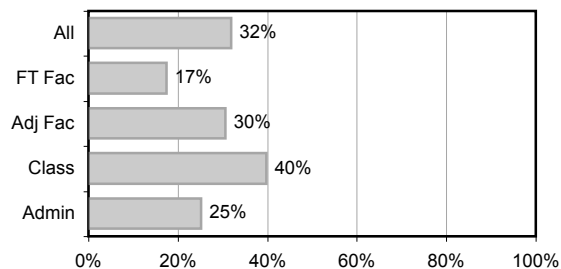
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 6%         | 13%        | 0%         | 0%         | 3%         |
| Disagree                                     | 33%        | 39%        | 32%        | 23%        | 32%        |
| Neutral                                      | 28%        | 26%        | 20%        | 20%        | 45%        |
| Agree  | 14%        | 13%        | 8%         | 23%        | 10%        |
| Strongly agree                               | 4%         | 1%         | 4%         | 10%        | 3%         |
| N/A or don't know                            | 16%        | 7%         | 36%        | 23%        | 6%         |
| <b>Total Respondents</b>                     | <b>160</b> | <b>69</b>  | <b>25</b>  | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>21%</b> | <b>16%</b> | <b>19%</b> | <b>43%</b> | <b>14%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



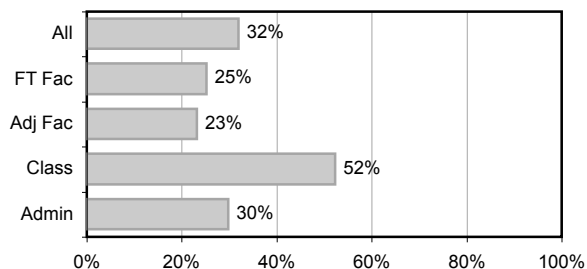
In 2008, this statement said "The Board acts as a whole."

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

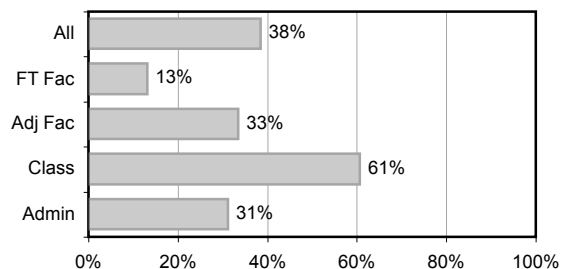
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 6%         | 13%        | 0%         | 0%         | 3%         |
| Disagree                                     | 18%        | 21%        | 8%         | 17%        | 23%        |
| Neutral                                      | 30%        | 33%        | 32%        | 20%        | 35%        |
| Agree  | 22%        | 22%        | 8%         | 33%        | 23%        |
| Strongly agree                               | 3%         | 0%         | 4%         | 7%         | 3%         |
| N/A or don't know                            | 20%        | 10%        | 48%        | 23%        | 13%        |
| <b>Total Respondents</b>                     | <b>158</b> | <b>67</b>  | <b>25</b>  | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>32%</b> | <b>25%</b> | <b>23%</b> | <b>52%</b> | <b>30%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

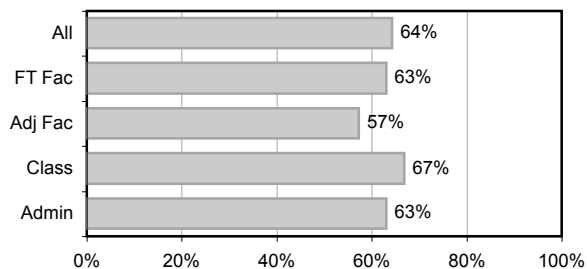


12. The Board assumes responsibility for legal matters.

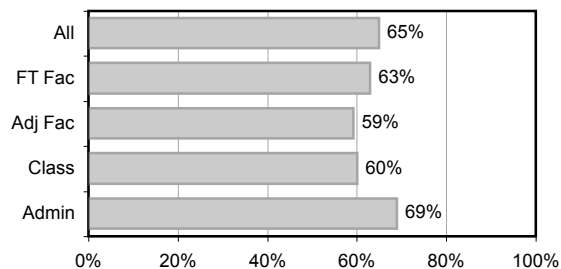
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 3%         | 7%         | 0%         | 0%         | 0%         |
| Disagree                                     | 5%         | 3%         | 12%        | 7%         | 3%         |
| Neutral                                      | 21%        | 23%        | 12%        | 20%        | 29%        |
| Agree  | 43%        | 49%        | 32%        | 40%        | 39%        |
| Strongly agree                               | 9%         | 7%         | 0%         | 13%        | 16%        |
| N/A or don't know                            | 18%        | 10%        | 44%        | 20%        | 13%        |
| <b>Total Respondents</b>                     | <b>160</b> | <b>69</b>  | <b>25</b>  | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>64%</b> | <b>63%</b> | <b>57%</b> | <b>67%</b> | <b>63%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



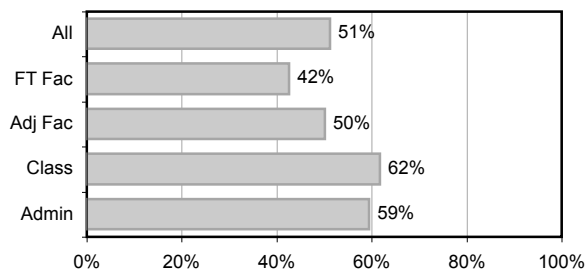
In 2008, this statement said "The Board has ultimate responsibility for legal matters."

13. The Board ensures the fiscal stability of the District.

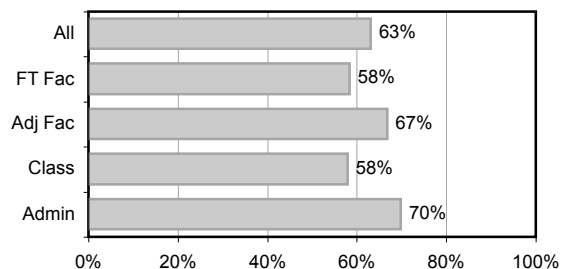
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 3%         | 6%         | 0%         | 0%         | 0%         |
| Disagree                                     | 20%        | 25%        | 32%        | 7%         | 17%        |
| Neutral                                      | 21%        | 25%        | 4%         | 27%        | 21%        |
| Agree  | 37%        | 37%        | 32%        | 33%        | 45%        |
| Strongly agree                               | 9%         | 4%         | 4%         | 20%        | 10%        |
| N/A or don't know                            | 10%        | 3%         | 28%        | 13%        | 7%         |
| <b>Total Respondents</b>                     | <b>157</b> | <b>68</b>  | <b>25</b>  | <b>30</b>  | <b>29</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>51%</b> | <b>42%</b> | <b>50%</b> | <b>62%</b> | <b>59%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



In 2008, this statement said "The Board has ultimate responsibility for the fiscal stability of the District."

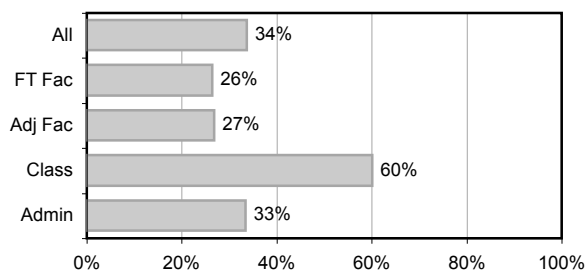


14. The Board is knowledgeable about state, regional, and federal legislative matters.

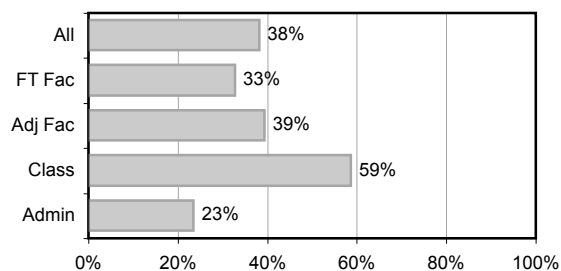
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 4%         | 7%         | 0%         | 0%         | 3%         |
| Disagree                                     | 19%        | 23%        | 20%        | 7%         | 23%        |
| Neutral                                      | 27%        | 30%        | 24%        | 20%        | 26%        |
| Agree  | 21%        | 20%        | 12%        | 30%        | 23%        |
| Strongly agree                               | 4%         | 1%         | 4%         | 10%        | 3%         |
| N/A or don't know                            | 26%        | 17%        | 40%        | 33%        | 23%        |
| <b>Total Respondents</b>                     | <b>160</b> | <b>69</b>  | <b>25</b>  | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>34%</b> | <b>26%</b> | <b>27%</b> | <b>60%</b> | <b>33%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



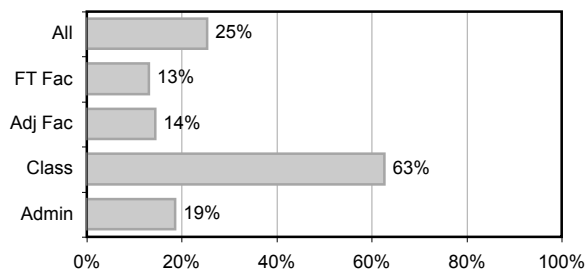
In 2008, this statement said "The Board is involved in state and federal legislative matters."

15. The Board understands and adheres to its roles and responsibilities related to governance.

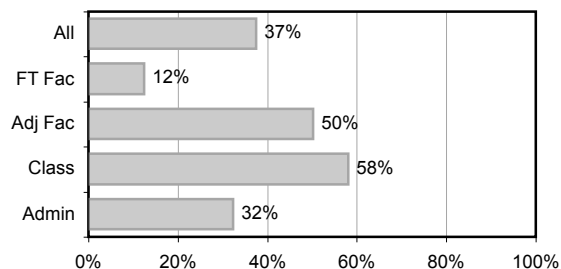
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 11%        | 23%        | 4%         | 3%         | 3%         |
| Disagree                                     | 29%        | 44%        | 20%        | 13%        | 23%        |
| Neutral                                      | 22%        | 15%        | 24%        | 13%        | 45%        |
| Agree  | 18%        | 12%        | 8%         | 40%        | 13%        |
| Strongly agree                               | 3%         | 0%         | 0%         | 10%        | 3%         |
| N/A or don't know                            | 17%        | 6%         | 44%        | 20%        | 13%        |
| <b>Total Respondents</b>                     | <b>157</b> | <b>66</b>  | <b>25</b>  | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>25%</b> | <b>13%</b> | <b>14%</b> | <b>63%</b> | <b>19%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



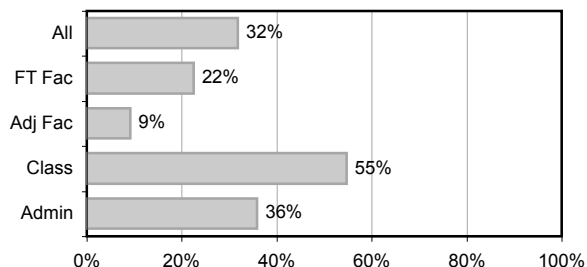
In 2008, this statement said "The Board understands its role and responsibility as it relates to governance."

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

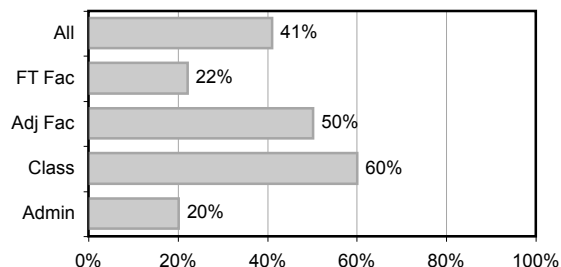
| Response                                     | All        | FT Fac     | Adj Fac   | Class      | Admin      |
|--|------------|------------|-----------|------------|------------|
| Strongly disagree                            | 4%         | 11%        | 0%        | 0%         | 0%         |
| Disagree                                     | 20%        | 24%        | 12%       | 17%        | 23%        |
| Neutral                                      | 29%        | 33%        | 28%       | 17%        | 35%        |
| Agree  | 22%        | 18%        | 4%        | 33%        | 29%        |
| Strongly agree                               | 3%         | 2%         | 0%        | 7%         | 3%         |
| N/A or don't know                            | 22%        | 12%        | 56%       | 27%        | 10%        |
| <b>Total Respondents</b>                     | <b>157</b> | <b>66</b>  | <b>25</b> | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>32%</b> | <b>22%</b> | <b>9%</b> | <b>55%</b> | <b>36%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



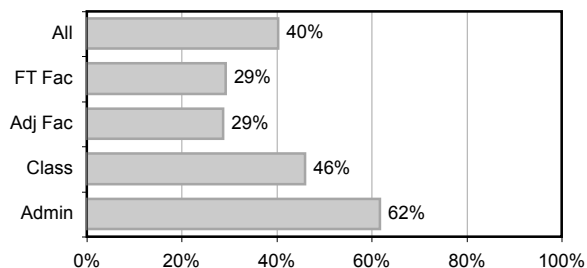
In 2008, this statement said "The Board acts in a manner consistent with its operating policies."

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

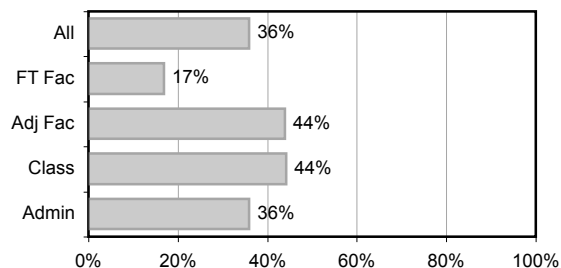
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 4%         | 7%         | 0%         | 3%         | 0%         |
| Disagree                                     | 12%        | 15%        | 12%        | 13%        | 7%         |
| Neutral                                      | 31%        | 36%        | 28%        | 27%        | 27%        |
| Agree  | 27%        | 22%        | 16%        | 27%        | 47%        |
| Strongly agree                               | 4%         | 1%         | 0%         | 10%        | 7%         |
| N/A or don't know                            | 22%        | 18%        | 44%        | 20%        | 13%        |
| <b>Total Respondents</b>                     | <b>157</b> | <b>67</b>  | <b>25</b>  | <b>30</b>  | <b>30</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>40%</b> | <b>29%</b> | <b>29%</b> | <b>46%</b> | <b>62%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



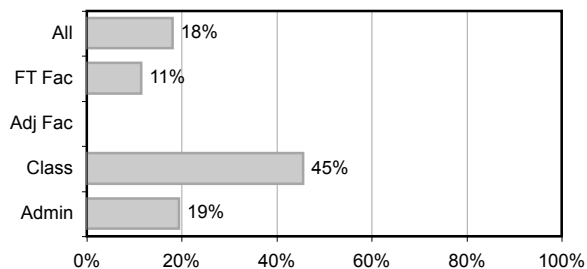
In 2008, this statement said "Board policies (both operating and institutional) are regularly evaluated."

18. The Board treats all constituency and community groups equitably and fairly.

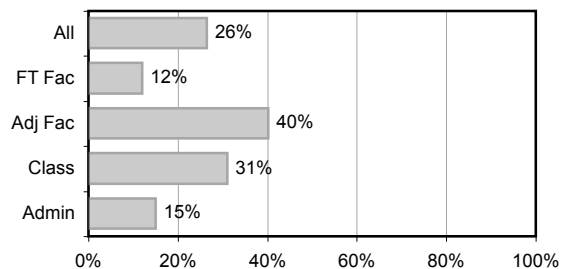
| Response                                     | All        | FT Fac     | Adj Fac   | Class      | Admin      |
|--|------------|------------|-----------|------------|------------|
| Strongly disagree                            | 11%        | 18%        | 0%        | 7%         | 13%        |
| Disagree                                     | 28%        | 36%        | 40%       | 17%        | 19%        |
| Neutral                                      | 27%        | 28%        | 16%       | 17%        | 35%        |
| Agree  | 13%        | 10%        | 0%        | 27%        | 13%        |
| Strongly agree                               | 2%         | 0%         | 0%        | 7%         | 3%         |
| N/A or don't know                            | 19%        | 7%         | 44%       | 27%        | 16%        |
| <b>Total Respondents</b>                     | <b>158</b> | <b>67</b>  | <b>25</b> | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>18%</b> | <b>11%</b> | <b>0%</b> | <b>45%</b> | <b>19%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



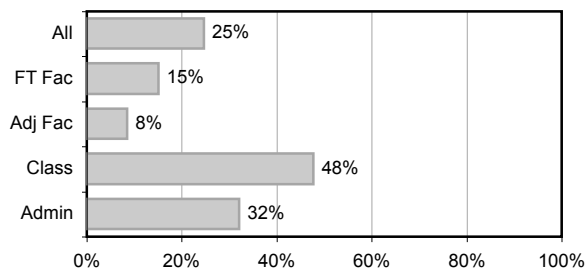
In 2008, this statement said "The Board treats all constituency and community groups equally."

19. The Board understands and adheres to its role in protecting the College from undue pressure.

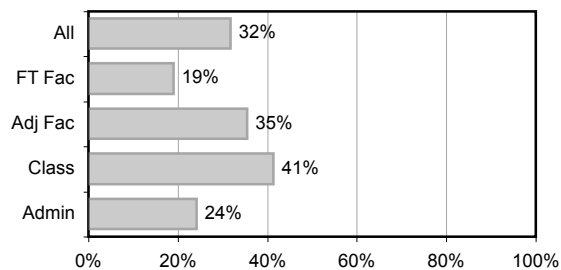
| Response                                     | All        | FT Fac     | Adj Fac   | Class      | Admin      |
|--|------------|------------|-----------|------------|------------|
| Strongly disagree                            | 7%         | 13%        | 0%        | 0%         | 6%         |
| Disagree                                     | 22%        | 34%        | 16%       | 13%        | 10%        |
| Neutral                                      | 30%        | 28%        | 28%       | 23%        | 39%        |
| Agree  | 16%        | 13%        | 4%        | 27%        | 19%        |
| Strongly agree                               | 3%         | 0%         | 0%        | 7%         | 6%         |
| N/A or don't know                            | 23%        | 10%        | 52%       | 30%        | 19%        |
| <b>Total Respondents</b>                     | <b>158</b> | <b>67</b>  | <b>25</b> | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>25%</b> | <b>15%</b> | <b>8%</b> | <b>48%</b> | <b>32%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



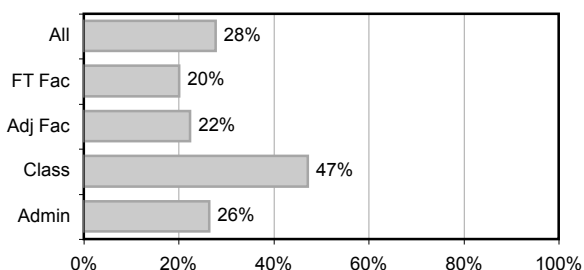
In 2008, this statement said "The Board protects the College from undue influence and pressure."

20. The Board has and follows a process for Board development (including new Board member orientation, Board self-evaluations, and Board training).

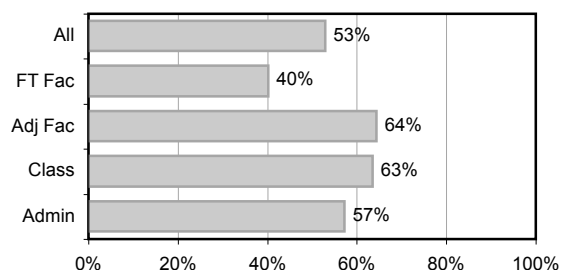
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 3%         | 8%         | 0%         | 0%         | 0%         |
| Disagree                                     | 8%         | 12%        | 4%         | 3%         | 6%         |
| Neutral                                      | 29%        | 29%        | 24%        | 27%        | 39%        |
| Agree  | 13%        | 12%        | 8%         | 17%        | 13%        |
| Strongly agree                               | 3%         | 0%         | 0%         | 10%        | 3%         |
| N/A or don't know                            | 45%        | 39%        | 64%        | 43%        | 39%        |
| <b>Total Respondents</b>                     | <b>157</b> | <b>66</b>  | <b>25</b>  | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>28%</b> | <b>20%</b> | <b>22%</b> | <b>47%</b> | <b>26%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



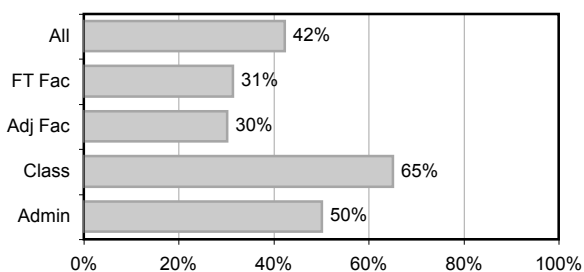
In 2008, this statement said "The Board follows a process for Board development (including new Board member orientation and Board self-evaluation)."

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

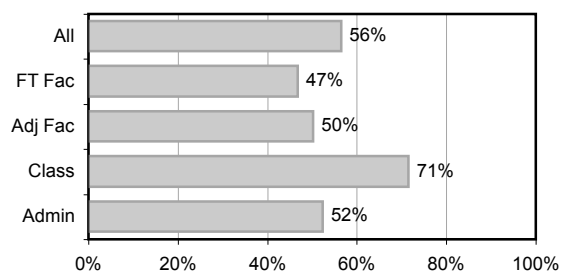
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 4%         | 7%         | 4%         | 0%         | 0%         |
| Disagree                                     | 7%         | 10%        | 4%         | 10%        | 0%         |
| Neutral                                      | 27%        | 31%        | 20%        | 13%        | 32%        |
| Agree  | 21%        | 19%        | 12%        | 33%        | 19%        |
| Strongly agree                               | 6%         | 3%         | 0%         | 10%        | 13%        |
| N/A or don't know                            | 35%        | 28%        | 60%        | 33%        | 35%        |
| <b>Total Respondents</b>                     | <b>158</b> | <b>67</b>  | <b>25</b>  | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>42%</b> | <b>31%</b> | <b>30%</b> | <b>65%</b> | <b>50%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



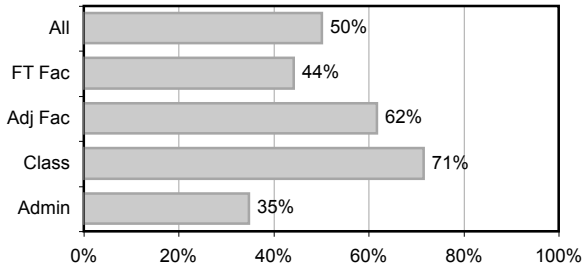
In 2008, this statement said "The Board follows their code of ethics policy, which includes a process for handling violations."

22. The Board supports the Superintendent/President's authority to lead the College.

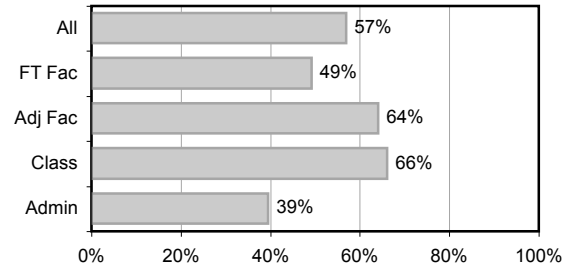
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 3%         | 3%         | 0%         | 0%         | 10%        |
| Disagree                                     | 12%        | 15%        | 4%         | 3%         | 23%        |
| Neutral                                      | 24%        | 32%        | 17%        | 17%        | 23%        |
| Agree  | 30%        | 31%        | 25%        | 37%        | 23%        |
| Strongly agree                               | 10%        | 9%         | 8%         | 13%        | 6%         |
| N/A or don't know                            | 21%        | 9%         | 46%        | 30%        | 16%        |
| <b>Total Respondents</b>                     | <b>155</b> | <b>65</b>  | <b>24</b>  | <b>30</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>50%</b> | <b>44%</b> | <b>62%</b> | <b>71%</b> | <b>35%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



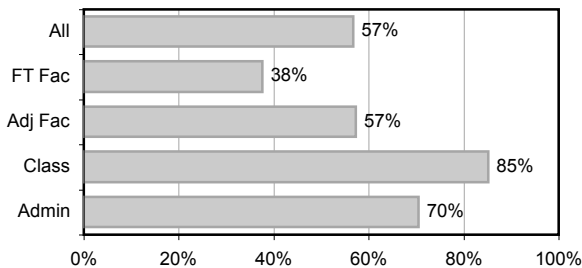
In 2008, this statement said "The Board has given the Superintendent/President authority to lead the College."

23. The Board evaluates the Superintendent/President.

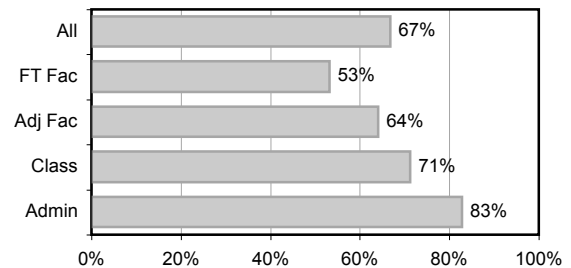
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 6%         | 10%        | 4%         | 0%         | 7%         |
| Disagree                                     | 11%        | 19%        | 12%        | 3%         | 3%         |
| Neutral                                      | 15%        | 22%        | 8%         | 7%         | 17%        |
| Agree  | 34%        | 24%        | 32%        | 45%        | 47%        |
| Strongly agree                               | 10%        | 7%         | 0%         | 14%        | 17%        |
| N/A or don't know                            | 24%        | 18%        | 44%        | 31%        | 10%        |
| <b>Total Respondents</b>                     | <b>157</b> | <b>68</b>  | <b>25</b>  | <b>29</b>  | <b>30</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>57%</b> | <b>38%</b> | <b>57%</b> | <b>85%</b> | <b>70%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



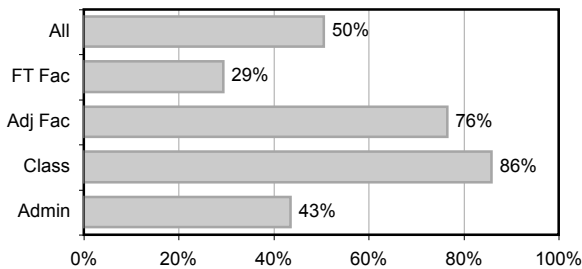
## Part 3. Superintendent/President

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

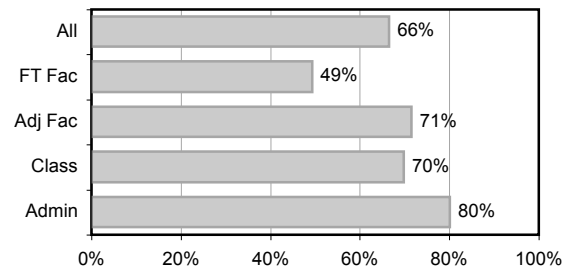
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 7%         | 14%        | 0%         | 0%         | 6%         |
| Disagree                                     | 21%        | 33%        | 10%        | 7%         | 19%        |
| Neutral                                      | 19%        | 23%        | 10%        | 7%         | 29%        |
| Agree  | 40%        | 27%        | 52%        | 66%        | 35%        |
| Strongly agree                               | 8%         | 2%         | 10%        | 17%        | 6%         |
| N/A or don't know                            | 5%         | 2%         | 19%        | 3%         | 3%         |
| <b>Total Respondents</b>                     | <b>152</b> | <b>66</b>  | <b>21</b>  | <b>29</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>50%</b> | <b>29%</b> | <b>76%</b> | <b>86%</b> | <b>43%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



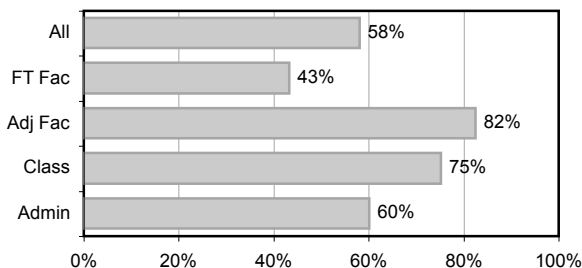
In 2008, this statement said "The Superintendent/President has primary responsibility for the College/District."

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

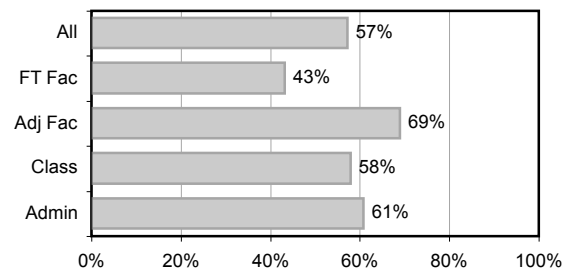
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 7%         | 12%        | 0%         | 0%         | 6%         |
| Disagree                                     | 14%        | 21%        | 10%        | 10%        | 10%        |
| Neutral                                      | 19%        | 23%        | 5%         | 14%        | 23%        |
| Agree  | 46%        | 39%        | 52%        | 62%        | 45%        |
| Strongly agree                               | 9%         | 3%         | 14%        | 10%        | 13%        |
| N/A or don't know                            | 5%         | 2%         | 19%        | 3%         | 3%         |
| <b>Total Respondents</b>                     | <b>152</b> | <b>66</b>  | <b>21</b>  | <b>29</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>58%</b> | <b>43%</b> | <b>82%</b> | <b>75%</b> | <b>60%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



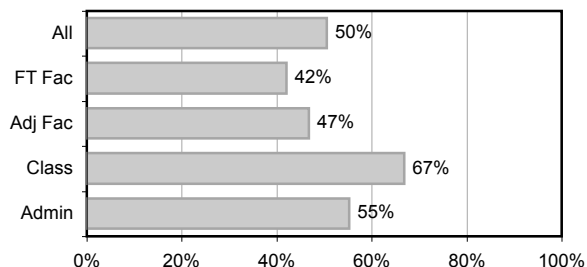
In 2008, this statement said "The Superintendent/President oversees all facets of the administrative structure of the College (i.e., planning, hiring, supervising, developing, evaluating)."

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

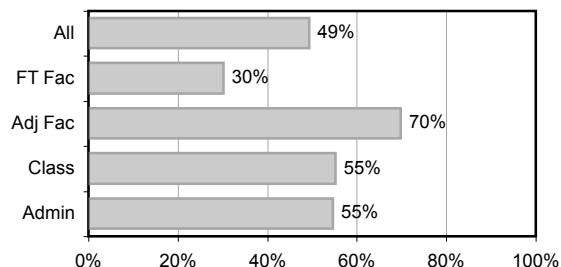
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 13%        | 18%        | 10%        | 3%         | 16%        |
| Disagree                                     | 13%        | 20%        | 10%        | 3%         | 10%        |
| Neutral                                      | 19%        | 17%        | 19%        | 21%        | 16%        |
| Agree  | 35%        | 34%        | 33%        | 34%        | 42%        |
| Strongly agree                               | 10%        | 6%         | 0%         | 21%        | 10%        |
| N/A or don't know                            | 11%        | 5%         | 29%        | 17%        | 6%         |
| <b>Total Respondents</b>                     | <b>151</b> | <b>65</b>  | <b>21</b>  | <b>29</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>50%</b> | <b>42%</b> | <b>47%</b> | <b>67%</b> | <b>55%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

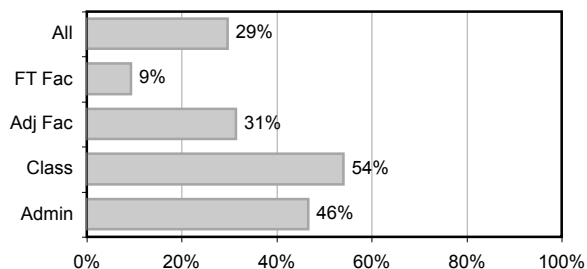


27. The Superintendent/President supports governance.

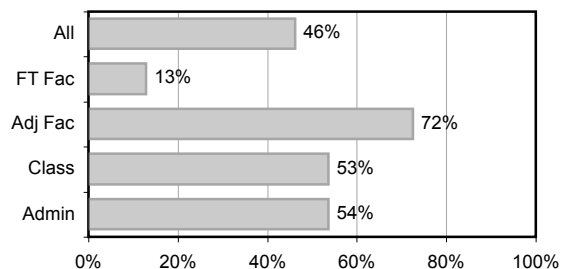
| Response                                     | All        | FT Fac    | Adj Fac    | Class      | Admin      |
|--|------------|-----------|------------|------------|------------|
| Strongly disagree                            | 22%        | 41%       | 14%        | 0%         | 10%        |
| Disagree                                     | 21%        | 32%       | 10%        | 21%        | 10%        |
| Neutral                                      | 22%        | 17%       | 29%        | 21%        | 30%        |
| Agree  | 21%        | 8%        | 24%        | 38%        | 30%        |
| Strongly agree                               | 6%         | 2%        | 0%         | 10%        | 13%        |
| N/A or don't know                            | 8%         | 2%        | 24%        | 10%        | 7%         |
| <b>Total Respondents</b>                     | <b>151</b> | <b>66</b> | <b>21</b>  | <b>29</b>  | <b>30</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>29%</b> | <b>9%</b> | <b>31%</b> | <b>54%</b> | <b>46%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

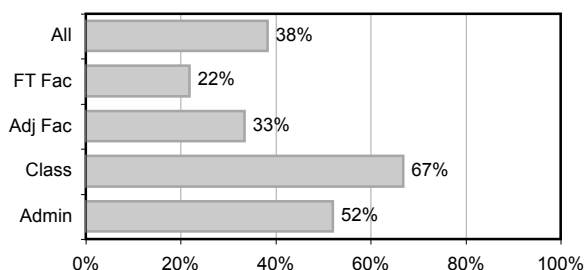


28. The Superintendent/President supports efforts to meet the needs of the diverse communities served by the District.

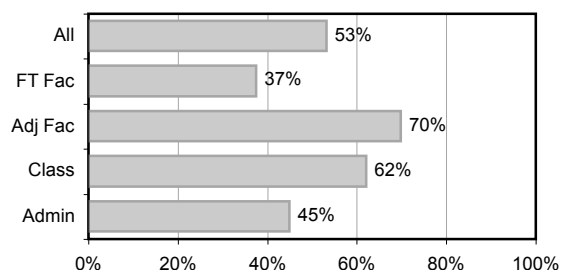
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 9%         | 15%        | 5%         | 0%         | 6%         |
| Disagree                                     | 18%        | 23%        | 19%        | 10%        | 16%        |
| Neutral                                      | 25%        | 34%        | 24%        | 14%        | 19%        |
| Agree  | 26%        | 18%        | 24%        | 38%        | 35%        |
| Strongly agree                               | 6%         | 2%         | 0%         | 10%        | 10%        |
| N/A or don't know                            | 17%        | 8%         | 29%        | 28%        | 13%        |
| <b>Total Respondents</b>                     | <b>151</b> | <b>65</b>  | <b>21</b>  | <b>29</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>38%</b> | <b>22%</b> | <b>33%</b> | <b>67%</b> | <b>52%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

**Agreement of Respondents with Opinion (2009)**



**% Responding Yes/Always (2008)**

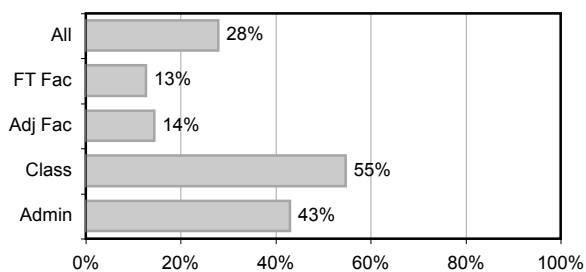


29. The Superintendent/President advocates for fair and transparent processes.

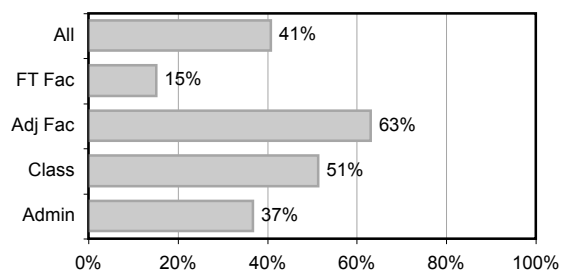
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 20%        | 36%        | 10%        | 0%         | 13%        |
| Disagree                                     | 27%        | 33%        | 33%        | 17%        | 19%        |
| Neutral                                      | 16%        | 15%        | 14%        | 17%        | 19%        |
| Agree  | 18%        | 11%        | 10%        | 34%        | 23%        |
| Strongly agree                               | 6%         | 2%         | 0%         | 7%         | 16%        |
| N/A or don't know                            | 13%        | 3%         | 33%        | 24%        | 10%        |
| <b>Total Respondents</b>                     | <b>152</b> | <b>66</b>  | <b>21</b>  | <b>29</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>28%</b> | <b>13%</b> | <b>14%</b> | <b>55%</b> | <b>43%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

**Agreement of Respondents with Opinion (2009)**



**% Responding Yes/Always (2008)**



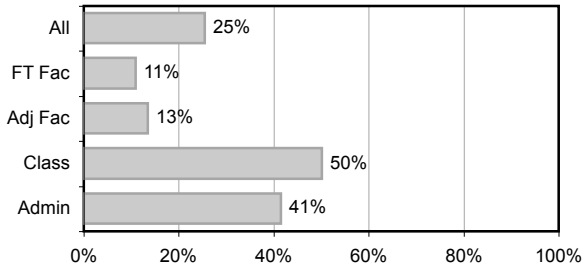


30. The Superintendent/President encourages and solicits input from all constituencies.

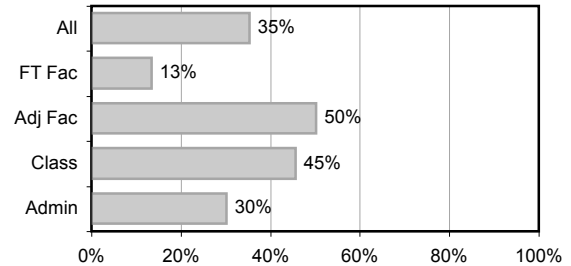
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 23%        | 41%        | 10%        | 3%         | 16%        |
| Disagree                                     | 28%        | 32%        | 43%        | 21%        | 19%        |
| Neutral                                      | 16%        | 15%        | 10%        | 21%        | 19%        |
| Agree  | 18%        | 8%         | 10%        | 38%        | 26%        |
| Strongly agree                               | 5%         | 3%         | 0%         | 7%         | 13%        |
| N/A or don't know                            | 9%         | 2%         | 29%        | 10%        | 6%         |
| <b>Total Respondents</b>                     | <b>152</b> | <b>66</b>  | <b>21</b>  | <b>29</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>25%</b> | <b>11%</b> | <b>13%</b> | <b>50%</b> | <b>41%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



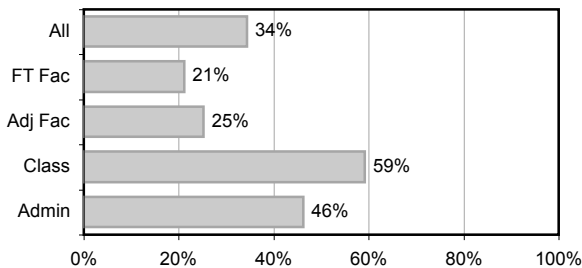
In 2008, this statement said "The Superintendent/President is open to input from all constituencies."

31. The Superintendent/President advocates for planning based on research/analysis.

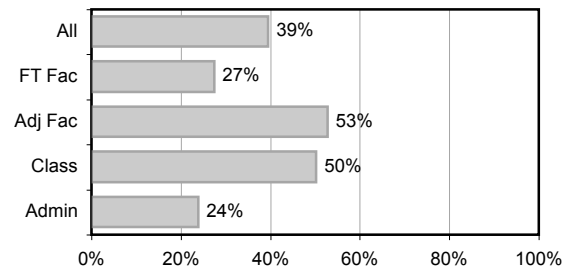
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 16%        | 26%        | 10%        | 3%         | 10%        |
| Disagree                                     | 11%        | 11%        | 10%        | 10%        | 13%        |
| Neutral                                      | 26%        | 32%        | 24%        | 17%        | 23%        |
| Agree  | 21%        | 15%        | 14%        | 31%        | 29%        |
| Strongly agree                               | 6%         | 3%         | 0%         | 14%        | 10%        |
| N/A or don't know                            | 21%        | 14%        | 43%        | 24%        | 16%        |
| <b>Total Respondents</b>                     | <b>152</b> | <b>66</b>  | <b>21</b>  | <b>29</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>34%</b> | <b>21%</b> | <b>25%</b> | <b>59%</b> | <b>46%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



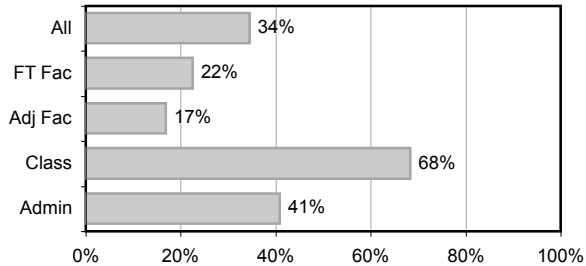
In 2008, this statement said "The Superintendent/President ensures that planning is developed from research/analysis."

32. The Superintendent/President supports planning as the basis for funding allocation.

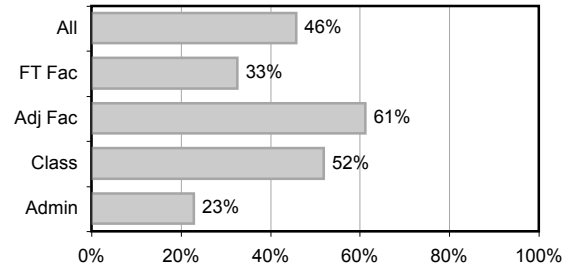
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 12%        | 23%        | 0%         | 0%         | 10%        |
| Disagree                                     | 16%        | 20%        | 10%        | 10%        | 17%        |
| Neutral                                      | 25%        | 26%        | 38%        | 14%        | 27%        |
| Agree  | 21%        | 18%        | 10%        | 31%        | 23%        |
| Strongly agree                               | 7%         | 2%         | 0%         | 21%        | 13%        |
| N/A or don't know                            | 19%        | 12%        | 43%        | 24%        | 10%        |
| <b>Total Respondents</b>                     | <b>151</b> | <b>66</b>  | <b>21</b>  | <b>29</b>  | <b>30</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>34%</b> | <b>22%</b> | <b>17%</b> | <b>68%</b> | <b>41%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



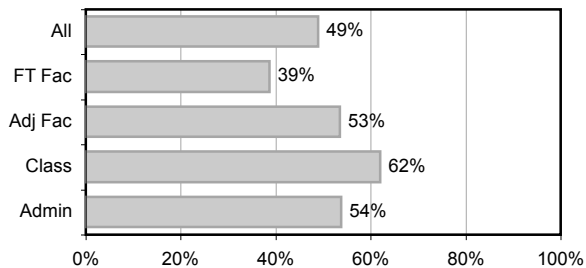
In 2008, this statement said " The Superintendent/President ensures that planning is the basis for funding allocation."

33. The Superintendent/President oversees the District budget.

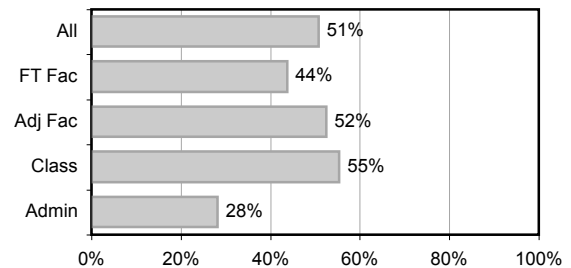
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 7%         | 12%        | 0%         | 7%         | 0%         |
| Disagree                                     | 9%         | 12%        | 5%         | 3%         | 13%        |
| Neutral                                      | 26%        | 29%        | 29%        | 17%        | 29%        |
| Agree  | 31%        | 29%        | 33%        | 31%        | 32%        |
| Strongly agree                               | 9%         | 5%         | 5%         | 14%        | 16%        |
| N/A or don't know                            | 18%        | 14%        | 29%        | 28%        | 10%        |
| <b>Total Respondents</b>                     | <b>152</b> | <b>66</b>  | <b>21</b>  | <b>29</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>49%</b> | <b>39%</b> | <b>53%</b> | <b>62%</b> | <b>54%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

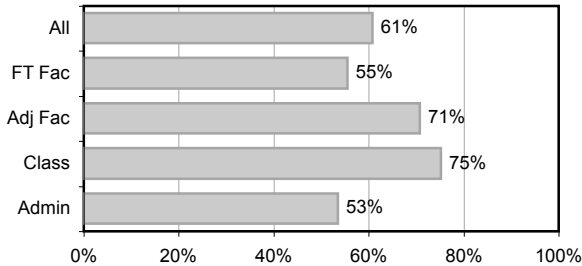


34. The Superintendent/President represents the College to the community, including state and federal agencies.

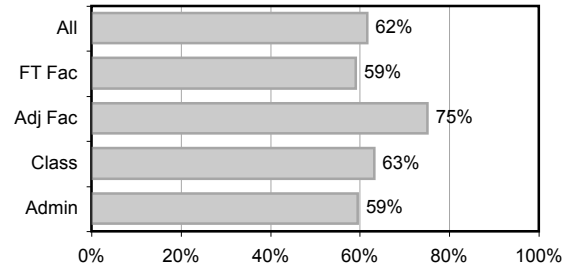
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 7%         | 9%         | 0%         | 3%         | 10%        |
| Disagree                                     | 8%         | 9%         | 5%         | 7%         | 10%        |
| Neutral                                      | 22%        | 26%        | 19%        | 10%        | 26%        |
| Agree  | 44%        | 46%        | 52%        | 41%        | 35%        |
| Strongly agree                               | 12%        | 9%         | 5%         | 21%        | 16%        |
| N/A or don't know                            | 7%         | 0%         | 19%        | 17%        | 3%         |
| <b>Total Respondents</b>                     | <b>151</b> | <b>65</b>  | <b>21</b>  | <b>29</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>61%</b> | <b>55%</b> | <b>71%</b> | <b>75%</b> | <b>53%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)

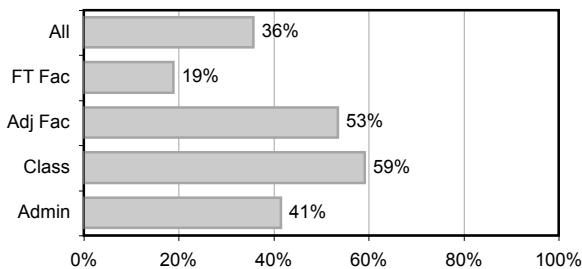


35. The Superintendent/President focuses the College community on vital campus issues (i.e., enrollment; student recruitment, retention, and success; state of College budget; transparency of processes; the inclusion of the Garfield Campus).

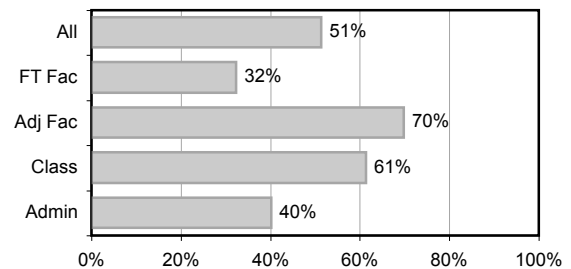
| Response                                     | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|--|------------|------------|------------|------------|------------|
| Strongly disagree                            | 15%        | 26%        | 0%         | 3%         | 13%        |
| Disagree                                     | 25%        | 35%        | 10%        | 17%        | 26%        |
| Neutral                                      | 18%        | 18%        | 25%        | 10%        | 16%        |
| Agree  | 22%        | 12%        | 40%        | 28%        | 26%        |
| Strongly agree                               | 10%        | 6%         | 0%         | 17%        | 13%        |
| N/A or don't know                            | 11%        | 3%         | 25%        | 24%        | 6%         |
| <b>Total Respondents</b>                     | <b>151</b> | <b>66</b>  | <b>20</b>  | <b>29</b>  | <b>31</b>  |
| <b>Agreement of Respondents with Opinion</b> | <b>36%</b> | <b>19%</b> | <b>53%</b> | <b>59%</b> | <b>41%</b> |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

Agreement of Respondents with Opinion (2009)



% Responding Yes/Always (2008)



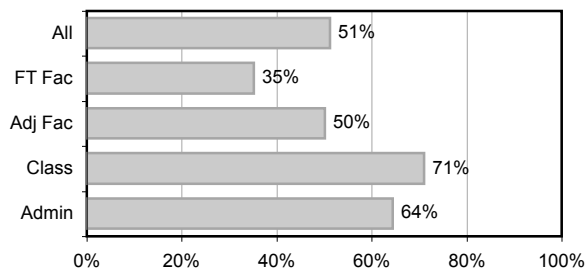
In 2008, this statement said "The Superintendent/President has focused the College community on vital campus issues (i.e. enrollment; student recruitment, retention, and success; state of college budget, transparency of processes; the inclusion of the Garfield Campus)."

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

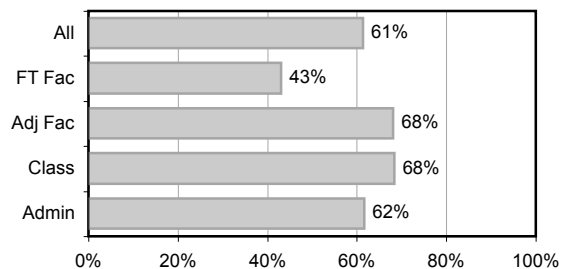
| <b>Response</b>                              | <b>All</b> | <b>FT Fac</b> | <b>Adj Fac</b> | <b>Class</b> | <b>Admin</b> |
|--|------------|---------------|----------------|--------------|--------------|
| Strongly disagree                            | 7%         | 14%           | 0%             | 0%           | 6%           |
| Disagree                                     | 10%        | 14%           | 10%            | 10%          | 3%           |
| Neutral                                      | 25%        | 32%           | 29%            | 14%          | 23%          |
| Agree  | 31%        | 23%           | 38%            | 38%          | 39%          |
| Strongly agree                               | 13%        | 9%            | 0%             | 21%          | 19%          |
| N/A or don't know                            | 14%        | 9%            | 24%            | 17%          | 10%          |
| <b>Total Respondents</b>                     | <b>152</b> | <b>66</b>     | <b>21</b>      | <b>29</b>    | <b>31</b>    |
| <b>Agreement of Respondents with Opinion</b> | <b>51%</b> | <b>35%</b>    | <b>50%</b>     | <b>71%</b>   | <b>64%</b>   |

Note: The following graphs show 2009 and 2008 responses. The graphs are not directly comparable because different scales were used each year.

**Agreement of Respondents with Opinion (2009)**



**% Responding Yes/Always (2008)**



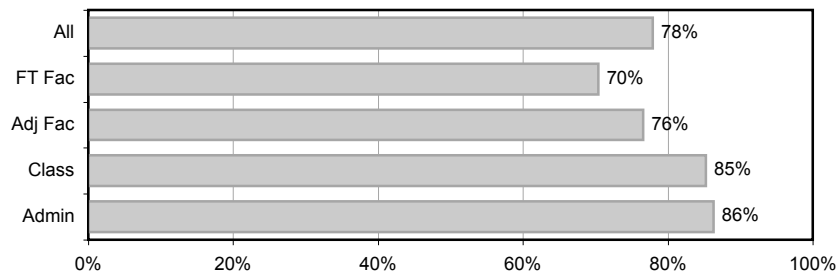
## Part 4. Superintendent/President Communication

37. Develops and disseminates monthly newsletters ("Prez.info") and campus emails which summarize Board meetings, state information, and other College and personnel information.

| Response  | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|---|------------|------------|------------|------------|------------|
| Not effective                                   | 21%        | 30%        | 19%        | 14%        | 13%        |
| Somewhat effective                              | 50%        | 59%        | 52%        | 32%        | 47%        |
| Very effective                                  | 24%        | 11%        | 10%        | 50%        | 37%        |
| N/A or don't know                               | 5%         | 0%         | 19%        | 4%         | 3%         |
| <b>Total Respondents</b>                        | <b>148</b> | <b>64</b>  | <b>21</b>  | <b>28</b>  | <b>30</b>  |
| <b>Effectiveness (Respondents with Opinion)</b> | <b>78%</b> | <b>70%</b> | <b>76%</b> | <b>85%</b> | <b>86%</b> |

Note: Questions about the Superintendent/President's communication methods were not asked in the 2008 leadership survey.

Percent of Respondents with Opinion Saying Somewhat or Very Effective  
(2009)

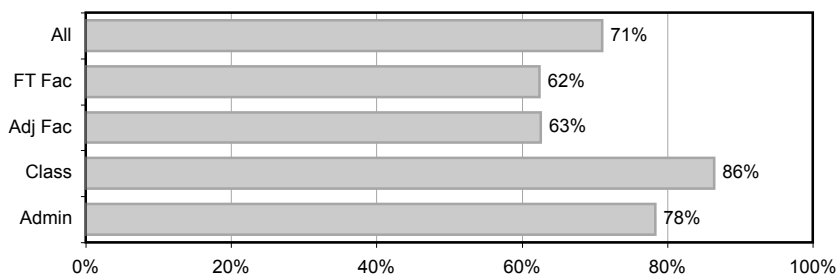


38. Provides verbal College updates included as part of other meetings with specific allotted time (Academic Senate/ 10 min., Faculty Meetings/5 min., Institute Day/15 min.)

| Response  | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|---|------------|------------|------------|------------|------------|
| Not effective                                   | 23%        | 36%        | 14%        | 10%        | 17%        |
| Somewhat effective                              | 40%        | 52%        | 24%        | 24%        | 40%        |
| Very effective                                  | 16%        | 8%         | 0%         | 41%        | 20%        |
| N/A or don't know                               | 21%        | 5%         | 62%        | 24%        | 23%        |
| <b>Total Respondents</b>                        | <b>149</b> | <b>64</b>  | <b>21</b>  | <b>29</b>  | <b>30</b>  |
| <b>Effectiveness (Respondents with Opinion)</b> | <b>71%</b> | <b>62%</b> | <b>63%</b> | <b>86%</b> | <b>78%</b> |

Note: Questions about the Superintendent/President's communication methods were not asked in the 2008 leadership survey.

Percent of Respondents with Opinion Saying Somewhat or Very Effective  
(2009)

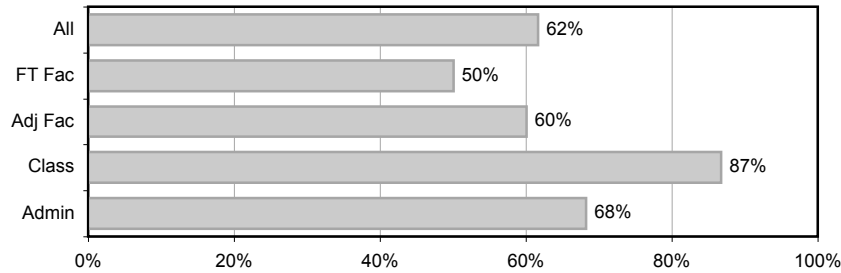


39. Attends College meetings to hear dialogue (e.g., Budget Meeting, Administrative Affairs, Division Meetings).

| Response  | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|---|------------|------------|------------|------------|------------|
| Not effective                                   | 26%        | 39%        | 19%        | 7%         | 24%        |
| Somewhat effective                              | 27%        | 31%        | 29%        | 14%        | 24%        |
| Very effective                                  | 15%        | 8%         | 0%         | 32%        | 28%        |
| N/A or don't know                               | 32%        | 22%        | 52%        | 46%        | 24%        |
| <b>Total Respondents</b>                        | <b>146</b> | <b>64</b>  | <b>21</b>  | <b>28</b>  | <b>29</b>  |
| <b>Effectiveness (Respondents with Opinion)</b> | <b>62%</b> | <b>50%</b> | <b>60%</b> | <b>87%</b> | <b>68%</b> |

Note: Questions about the Superintendent/President's communication methods were not asked in the 2008 leadership survey.

Percent of Respondents with Opinion Saying Somewhat or Very Effective  
(2009)

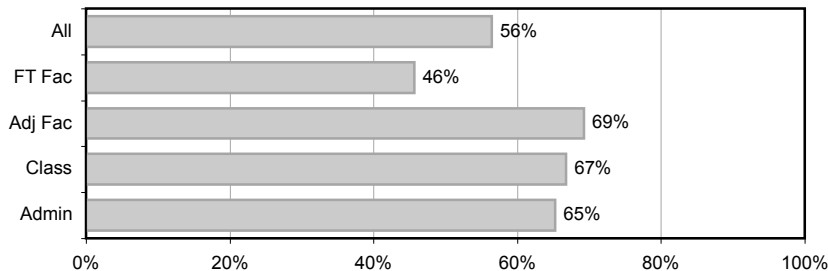


40. Initiates and facilitates campus "Fact/Fiction" forums, open houses, and other meetings.

| Response  | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|---|------------|------------|------------|------------|------------|
| Not effective                                   | 32%        | 48%        | 19%        | 17%        | 27%        |
| Somewhat effective                              | 30%        | 36%        | 38%        | 17%        | 27%        |
| Very effective                                  | 11%        | 5%         | 5%         | 17%        | 23%        |
| N/A or don't know                               | 26%        | 11%        | 38%        | 48%        | 23%        |
| <b>Total Respondents</b>                        | <b>149</b> | <b>64</b>  | <b>21</b>  | <b>29</b>  | <b>30</b>  |
| <b>Effectiveness (Respondents with Opinion)</b> | <b>56%</b> | <b>46%</b> | <b>69%</b> | <b>67%</b> | <b>65%</b> |

Note: Questions about the Superintendent/President's communication methods were not asked in the 2008 leadership survey.

Percent of Respondents with Opinion Saying Somewhat or Very Effective  
(2009)

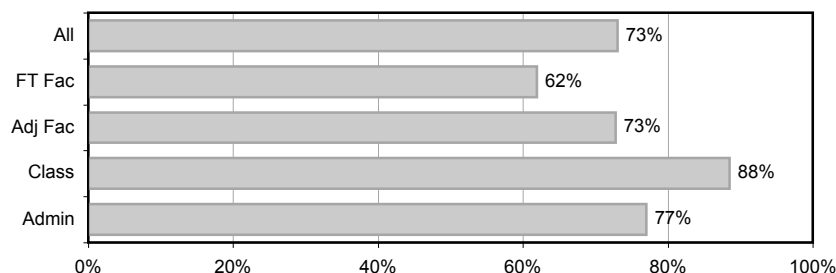


41. Attends campus social events/activities and socializes and interacts with College constituencies.

| Response  | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|---|------------|------------|------------|------------|------------|
| Not effective                                   | 22%        | 33%        | 14%        | 10%        | 20%        |
| Somewhat effective                              | 40%        | 43%        | 33%        | 41%        | 37%        |
| Very effective                                  | 20%        | 11%        | 5%         | 38%        | 30%        |
| N/A or don't know                               | 18%        | 13%        | 48%        | 10%        | 13%        |
| <b>Total Respondents</b>                        | <b>148</b> | <b>63</b>  | <b>21</b>  | <b>29</b>  | <b>30</b>  |
| <b>Effectiveness (Respondents with Opinion)</b> | <b>73%</b> | <b>62%</b> | <b>73%</b> | <b>88%</b> | <b>77%</b> |

Note: Questions about the Superintendent/President's communication methods were not asked in the 2008 leadership survey.

Percent of Respondents with Opinion Saying Somewhat or Very Effective  
(2009)

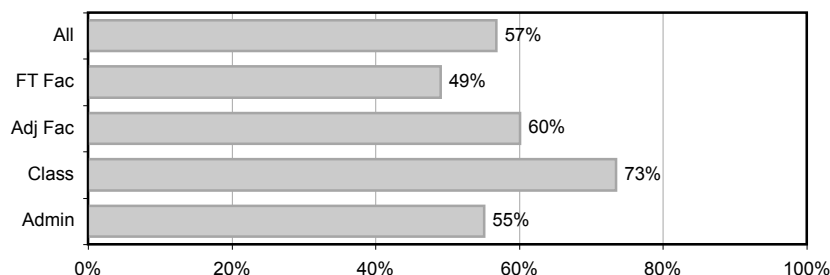


42. Has one-on-one appointments/meetings and informal contacts on campus.

| Response  | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|---|------------|------------|------------|------------|------------|
| Not effective                                   | 28%        | 39%        | 19%        | 14%        | 30%        |
| Somewhat effective                              | 25%        | 31%        | 24%        | 24%        | 10%        |
| Very effective                                  | 12%        | 6%         | 5%         | 14%        | 27%        |
| N/A or don't know                               | 35%        | 23%        | 52%        | 48%        | 33%        |
| <b>Total Respondents</b>                        | <b>149</b> | <b>64</b>  | <b>21</b>  | <b>29</b>  | <b>30</b>  |
| <b>Effectiveness (Respondents with Opinion)</b> | <b>57%</b> | <b>49%</b> | <b>60%</b> | <b>73%</b> | <b>55%</b> |

Note: Questions about the Superintendent/President's communication methods were not asked in the 2008 leadership survey.

Percent of Respondents with Opinion Saying Somewhat or Very Effective  
(2009)

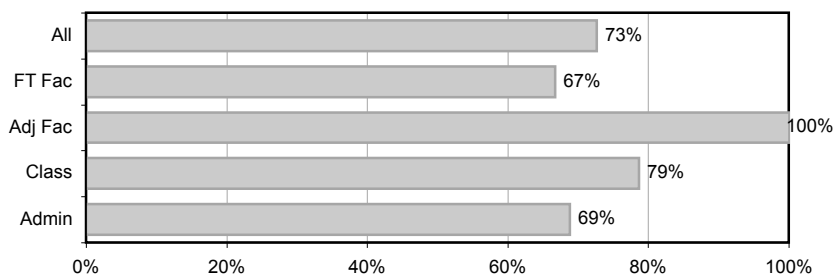


43. Advocates for the College in the community and at state, regional, and federal levels.

| Response  | All        | FT Fac     | Adj Fac     | Class      | Admin      |
|---|------------|------------|-------------|------------|------------|
| Not effective                                   | 16%        | 23%        | 0%          | 11%        | 17%        |
| Somewhat effective                              | 24%        | 38%        | 19%         | 7%         | 10%        |
| Very effective                                  | 18%        | 9%         | 14%         | 32%        | 28%        |
| N/A or don't know                               | 43%        | 30%        | 67%         | 50%        | 45%        |
| <b>Total Respondents</b>                        | <b>147</b> | <b>64</b>  | <b>21</b>   | <b>28</b>  | <b>29</b>  |
| <b>Effectiveness (Respondents with Opinion)</b> | <b>73%</b> | <b>67%</b> | <b>100%</b> | <b>79%</b> | <b>69%</b> |

Note: Questions about the Superintendent/President's communication methods were not asked in the 2008 leadership survey.

Percent of Respondents with Opinion Saying Somewhat or Very Effective  
(2009)

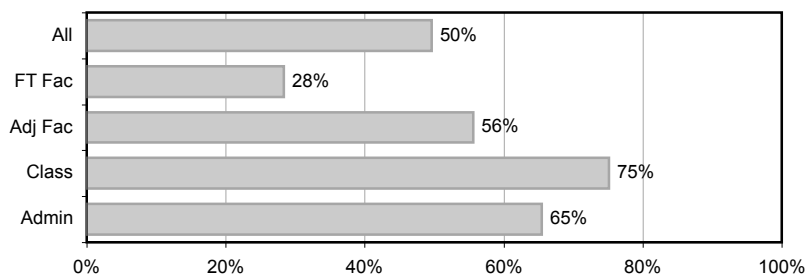


44. In her leadership role in committees, solicits input, feedback, and suggestions.

| Response  | All        | FT Fac     | Adj Fac    | Class      | Admin      |
|---|------------|------------|------------|------------|------------|
| Not effective                                   | 38%        | 59%        | 20%        | 17%        | 30%        |
| Somewhat effective                              | 20%        | 17%        | 10%        | 28%        | 23%        |
| Very effective                                  | 17%        | 6%         | 15%        | 24%        | 33%        |
| N/A or don't know                               | 25%        | 17%        | 55%        | 31%        | 13%        |
| <b>Total Respondents</b>                        | <b>148</b> | <b>64</b>  | <b>20</b>  | <b>29</b>  | <b>30</b>  |
| <b>Effectiveness (Respondents with Opinion)</b> | <b>50%</b> | <b>28%</b> | <b>56%</b> | <b>75%</b> | <b>65%</b> |

Note: Questions about the Superintendent/President's communication methods were not asked in the 2008 leadership survey.

Percent of Respondents with Opinion Saying Somewhat or Very Effective  
(2009)

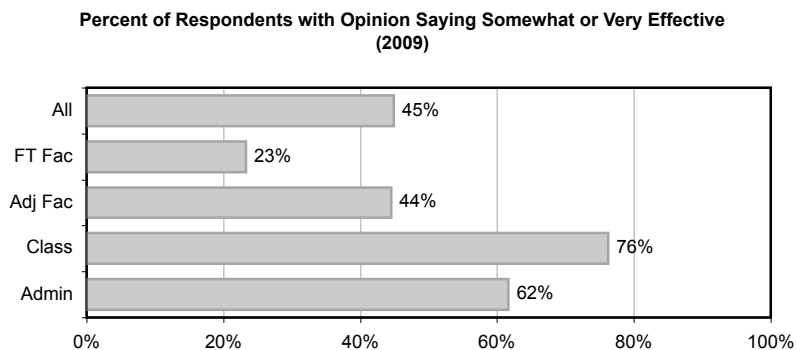




45. Actively listens by asking questions, summarizing dialogue, and, where feasible, including input.

| <b>Response</b>                                 | <b>All</b> | <b>FT Fac</b> | <b>Adj Fac</b> | <b>Class</b> | <b>Admin</b> |
|---|------------|---------------|----------------|--------------|--------------|
| Not effective                                   | 43%        | 67%           | 24%            | 17%          | 33%          |
| Somewhat effective                              | 18%        | 16%           | 14%            | 17%          | 23%          |
| Very effective                                  | 17%        | 5%            | 5%             | 38%          | 30%          |
| N/A or don't know                               | 22%        | 13%           | 57%            | 28%          | 13%          |
| <b>Total Respondents</b>                        | <b>149</b> | <b>64</b>     | <b>21</b>      | <b>29</b>    | <b>30</b>    |
| <b>Effectiveness (Respondents with Opinion)</b> | <b>45%</b> | <b>23%</b>    | <b>44%</b>     | <b>76%</b>   | <b>62%</b>   |

Note: Questions about the Superintendent/President's communication methods were not asked in the 2008 leadership survey.



## Summary of Comments

### 1. Governance & Leadership

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#### Positive (1 response; 0.5% of respondents)

Starting to consider mission & planning in governance (1)

#### Neutral (4 responses; 2.2% of respondents)

Respondent not informed (2)

Organizations not means to work together (1)

Hopeful about response to technical assistance (1)

#### Negative (36 responses; 19.6% of respondents)

Governance not understood/processes not followed (8)

Constituencies not working toward same purposes (5)

Need more clarity in governance (5)

Communication problems (4)

Relationship/trust issues (4)

Micromanagement (3)

Need more involvement in governance (2)

Adjunct faculty treated poorly (2)

Other (3)

### 2. Board of Trustees

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#### Positive (0 responses)

#### Neutral (1 response; 0.5% of respondents)

Respondent not informed (1)

#### Negative (24 responses; 13.0% of respondents)

Issues evaluating Supt/Pres (6)

Board dysfunctional (4)

Not enough interaction between Board and  
constituencies/Board unaware of campus  
operations (4)

Board micromanagement (3)

Board does not understand its role (3)

Other (4)

### 3. Superintendent/President

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#### Positive (3 responses; 1.6% of respondents)

Doing a good job (2)

Participates in community (1)

#### Neutral (0 responses)

#### Negative (27 responses; 14.7% of respondents)

Issues regarding transparency in decision-making (7)

Issues with delegation of responsibility (5)

Issues regarding vision/leadership (5)

Problems interacting with community (2)

Issues regarding interaction with adjunct faculty (2)

Issues regarding support for governance (1)

Other (5)

### 4. Superintendent/President Communication

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#### Positive (1 response; 0.5% of respondents)

Visibility (1)

#### Neutral (3 responses; 1.6% of respondents)

No chance to communicate with Supt/Pres (2)

Advice for Supt/Pres (1)

#### Negative (18 responses; 19.8% of respondents)

More interaction needed (3)

Issues during meetings/activities/functions (3)

Issues with decision-making (3)

Communication skills (2)

Other (7)