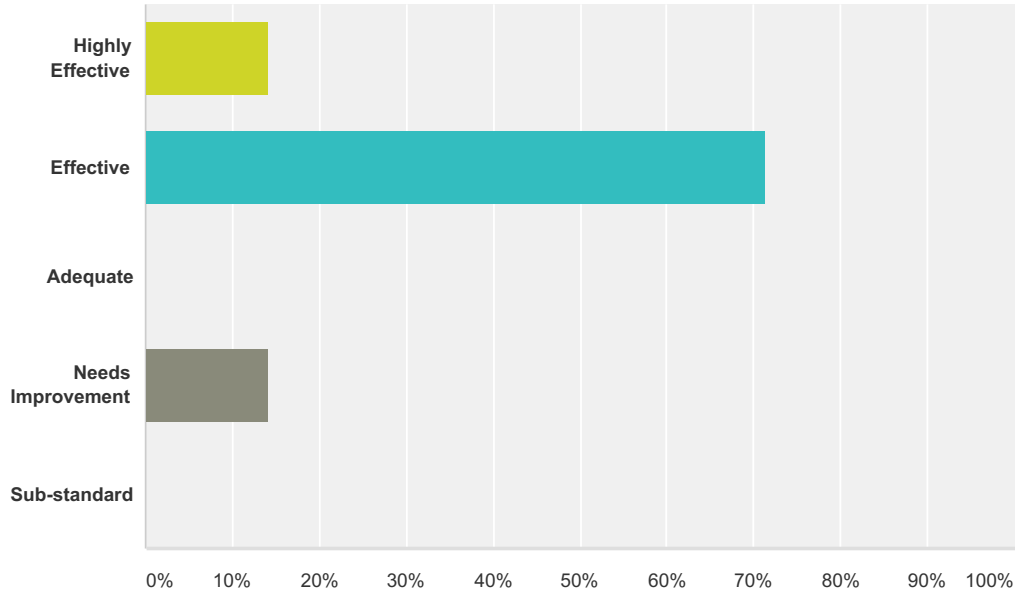


Q1 How effective is the Board’s oversight relative to planning? (Facilities Plan, Technology Plan, Enrollment Management Plan, Student Success, Distance Education Plan, etc.)

Answered: 7 Skipped: 0



| Answer Choices | Responses |
|-------------------|-----------|
| Highly Effective | 14.29% 1 |
| Effective | 71.43% 5 |
| Adequate | 0.00% 0 |
| Needs Improvement | 14.29% 1 |
| Sub-standard | 0.00% 0 |
| Total | 7 |

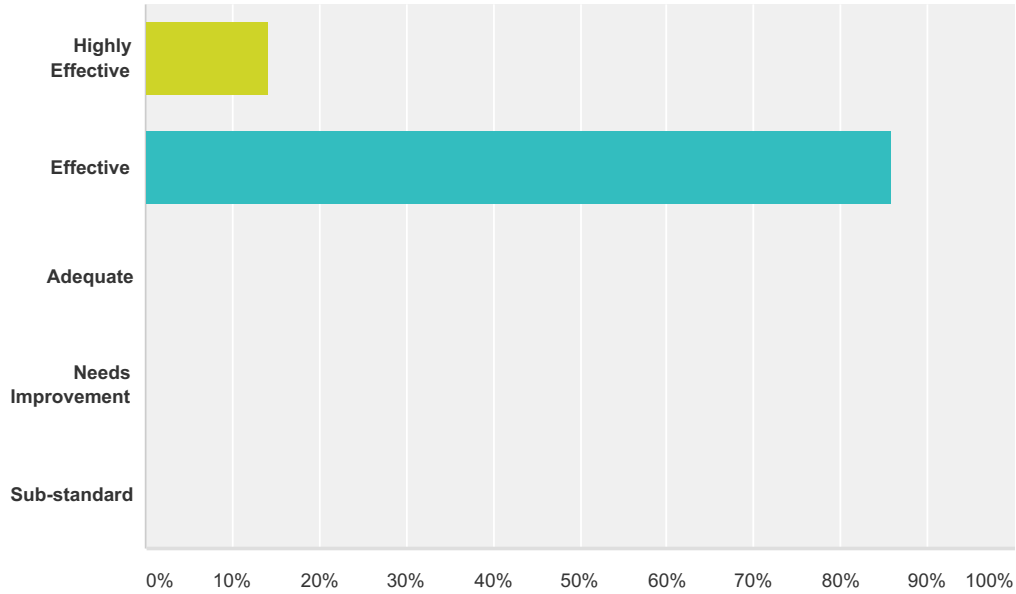
| # | What specific steps can the board take to be more effective in this area? | Date |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | The staff reports are full of great information and very helpful to our collective understanding of the various plans. I remain concerned that we need to do a better job connecting the dots and making sure that we stick to 'oversight' while also not being too 'hand's off'. We could work to better understand the interconnection of the various plans in relation to our strategic plan and our mission. | 6/23/2016 3:58 PM |
| 2 | Many programs are progressing very well and on time and on topic + innovation. A suggestion i.e. Distance Learning needed more monitoring when we just received a report from 4 years ago. Whereby they now are implementing a pilot project, when there was ample time to have done more and made more progress on behalf of our students. Specific areas need more monitoring from the Board on a time line so things do not fall between the cracks in order to be on top of it before our accreditation report or visit.. | 6/22/2016 5:34 PM |
| 3 | Perhaps having Board or subcommittee develop specific questions, or areas that could benefit by more discussion, would lead to more in-depth and productive discussions and therefore improve clarity re policy directions and decisions. | 6/22/2016 4:14 PM |

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| | | |
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| 4 | Our processes keep getting better. We should continue to be even more proactive and factor in enough time for Trustee review. | 6/21/2016 12:41 PM |
| 5 | The BOTs might consider additional "check ins" on the plans as they begin to be implemented so as to make any adjustments that are appropriate. | 6/20/2016 4:18 PM |
| 6 | Give more specific direction to President Coon to convey the priorities of the Board to down line management staff. | 6/20/2016 1:04 PM |
| 7 | Make a commitment to participate in ALL sessions where the planning topics are being discussed, so there is consistency and participation | 6/16/2016 12:54 PM |

Q2 How effective is the Board in utilizing a comprehensive integrated approach in monitoring and ensuring accountability for student success, SLOs, institutional effectiveness and other metrics?

Answered: 7 Skipped: 0



| Answer Choices | Responses | |
|-------------------|-----------|----------|
| Highly Effective | 14.29% | 1 |
| Effective | 85.71% | 6 |
| Adequate | 0.00% | 0 |
| Needs Improvement | 0.00% | 0 |
| Sub-standard | 0.00% | 0 |
| Total | | 7 |

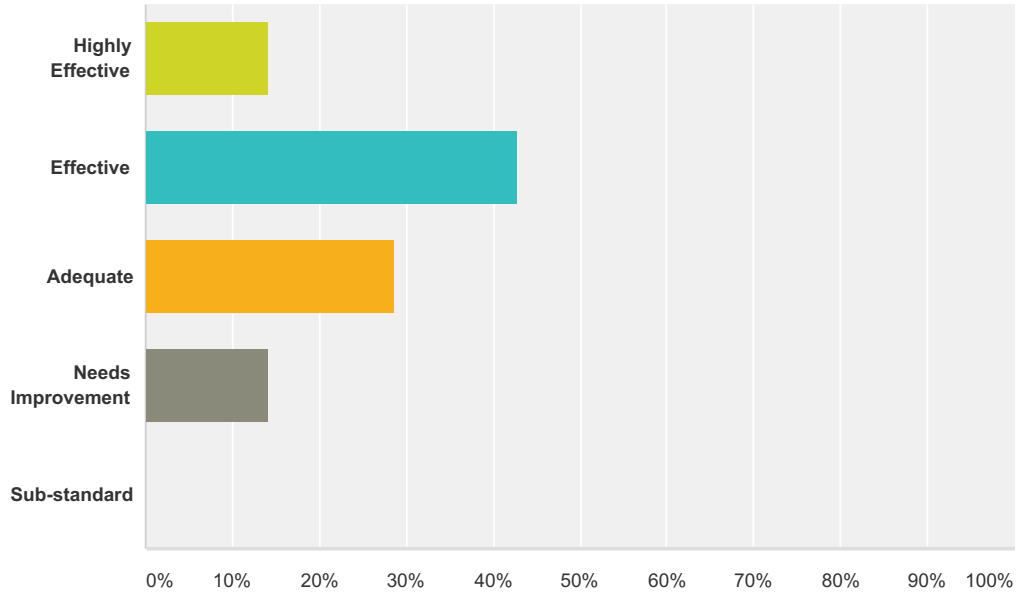
| # | What specific steps can the board take to be more effective in this area? | Date |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | As noted above, I believe we need to work together to truly understand what it means to monitor in a 'comprehensive integrated approach', especially in relation to student success, SLO and equity. It seems that we do well receiving and discussing individual reports but don't necessary put that information in the context of plans and/or goals within each metric. | 6/23/2016 3:58 PM |
| 2 | See above comment, but tracking better rather than leaving it up to staff to administration or staff to do. | 6/22/2016 5:34 PM |
| 3 | These areas have been so well documented and reported by admin & staff that the Board hasn't had to do much in the area of "monitoring and ensuring accountability" other than praise and be proud of COM's work in these areas. Including board members in events for these programs, such as the recent COMPASS Contract Night with parents are such good ways to give the Board a more "hands-on" feel for these programs and their beneficiaries. | 6/22/2016 4:14 PM |
| 4 | The work of COM faculty, staff, and the executive team has been excellent. The trustee role in this could probably be better defined. | 6/21/2016 12:41 PM |
| 5 | One step is that the BOTs may consider an integrated approach that ties to various related aspects of the institution. | 6/20/2016 4:18 PM |

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| 6 | Excellent presentations from staff with comprehensive information and data. Give more specific direction to the President to convey the priorities and information requested by the Board to down line management staff. | 6/20/2016 1:04 PM |
| 7 | Good question....I would like to see some documentation that tracks the history of each program, noting the schedule and specific measures of success. That would help me as an individual to stay abreast of each metric. | 6/16/2016 12:54 PM |

Q3 How effective is the Board at strengthening its knowledge and capabilities as trustees?

Answered: 7 Skipped: 0



| Answer Choices | Responses | Count |
|-------------------|-----------|----------|
| Highly Effective | 14.29% | 1 |
| Effective | 42.86% | 3 |
| Adequate | 28.57% | 2 |
| Needs Improvement | 14.29% | 1 |
| Sub-standard | 0.00% | 0 |
| Total | | 7 |

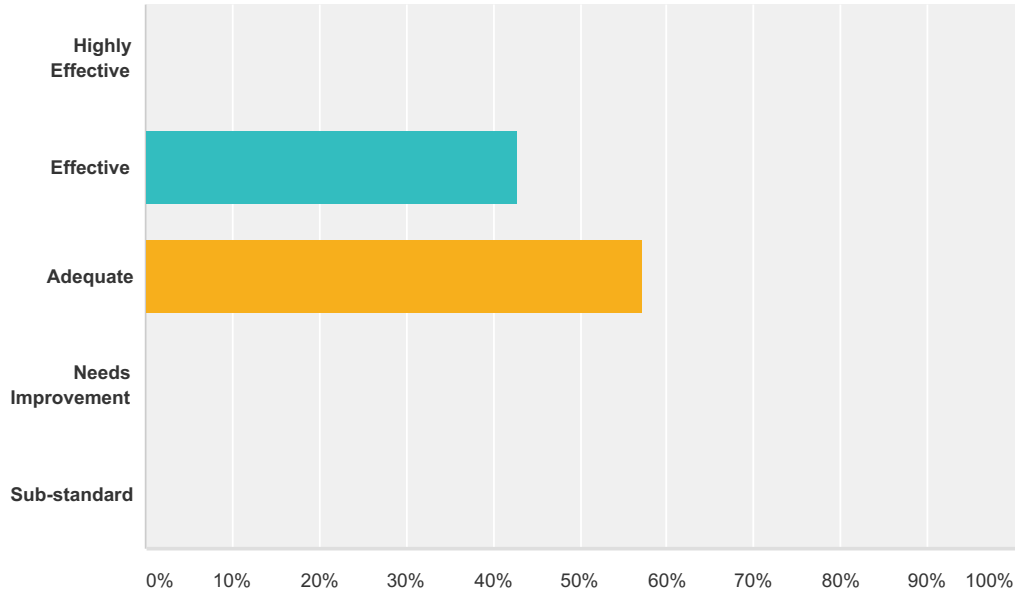
| # | What specific steps can the board take to be more effective in this area? | Date |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | As a board, it would be good to commit to professional development. We have a board policy to that effect, but it doesn't feel like we walk the talk.... Many boards in the CA community college system have committed to all becoming graduates of the CCLC Excellence in Trusteeship Program. I believe we have two graduates and two with close to enough credits to get a certification. It provides a broad overview and has specific areas of competencies that would benefit the whole if we all had a working knowledge, plus the ongoing training allows for greater exposure to best practices and proven techniques for common issues. | 6/23/2016 3:58 PM |
| 2 | Seems to be much better during the past two years with more reports, etc. We seem to be more involved and interested in learning more and being more involved. Helps that the expectation is high and expected. Are the written reports really necessary. Verbal seems to be great. All should be participating. | 6/22/2016 5:34 PM |
| 3 | I believe that every Trustee has taken this job very seriously and puts in a lot of time and attention to studying the issues and understanding the complex business of running a successful community college - while also representing the interests of the community that we serve. We, as Trustees, have also been quite successful at working together more positively than this Board has been in many, many years, and that has included helping each other at times to more fully learn procedures and practices as well as substantive areas. | 6/22/2016 4:14 PM |
| 4 | Have discussion about what kind of trainings would be useful. Develop a plan to implement them. | 6/21/2016 12:41 PM |

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| 5 | The BOTs may decide to purchase and circulate books, such as the following: The Community College and the Good Society Fundraising Strategies for Community Colleges The Multicampus System Transformative Conversations A Career in Community College Administration: The Challenges, Successes Practical Leadership in Community Colleges When Power Corrupts Governance Reconsidered | 6/20/2016 4:18 PM |
| 6 | Building knowledge and capabilities must be accomplished on an individual basis as well as in a Board setting. | 6/20/2016 1:04 PM |
| 7 | I believe the college and community could benefit from more board professional development efforts as a group and as individuals. Maybe a specific quarterly event with focused topics, which can be provided by both larger events and college-specific programs. | 6/16/2016 12:54 PM |

Q4 How well does the Board educate itself and each other to enhance Board effectiveness?

Answered: 7 Skipped: 0



| Answer Choices | Responses |
|-------------------|-----------|
| Highly Effective | 0.00% 0 |
| Effective | 42.86% 3 |
| Adequate | 57.14% 4 |
| Needs Improvement | 0.00% 0 |
| Sub-standard | 0.00% 0 |
| Total | 7 |

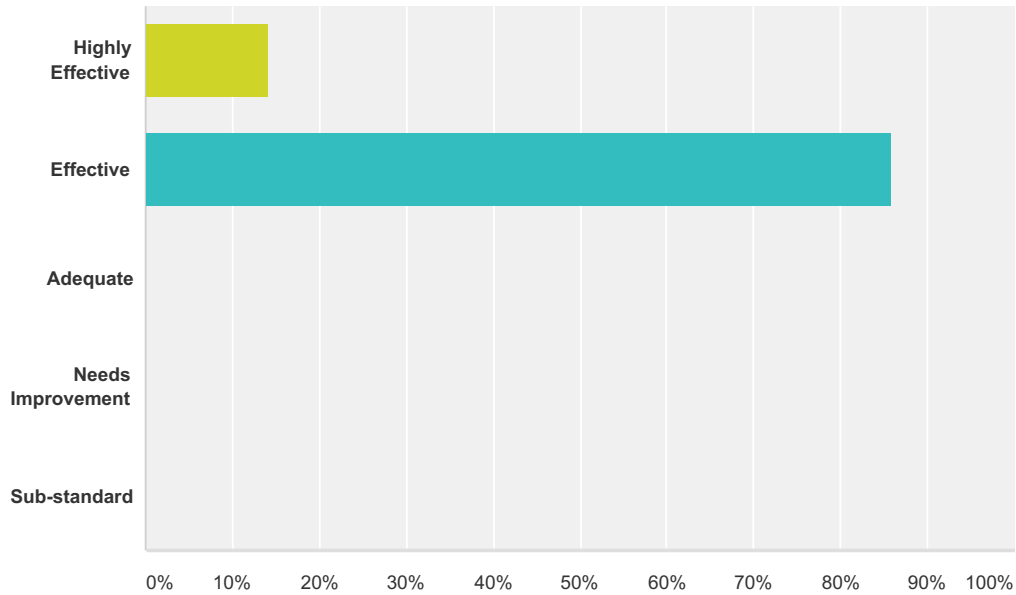
| # | What specific steps can the board take to be more effective in this area? | Date |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | We have improved over the recent past, especially in preparedness for meetings and a greater understanding of the role of the trustee. I think we need to work on our communication and one example was how we approached the CEO evaluation. While we have fewer instances of trustees yelling at each other, we do need to find ways to better express discourse or disagreement. We need a bit more time to process issues together, although it is a marked improvement the past two years over the recent past when it seemed there was a reluctance to meet, let alone actually dialogue together. | 6/23/2016 3:58 PM |
| 2 | All should be participating. How can we motivate those who are not participating? | 6/22/2016 5:34 PM |
| 3 | answered above | 6/22/2016 4:14 PM |
| 4 | Not sure how this is different from the previous question. I think all trustees are committed to an ongoing comprehensive process to enhance our work as trustees. | 6/21/2016 12:41 PM |
| 5 | The BOTs may decide to purchase and circulate books, such as the following: The Community College and the Good Society Fundraising Strategies for Community Colleges The Multicampus System Transformative Conversations A Career in Community College Administration: The Challenges, Successes Practical Leadership in Community Colleges When Power Corrupts Governance Reconsidered | 6/20/2016 4:18 PM |

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| 6 | We should to continue the practice of evaluating each Board meeting (an agenda item) and offer suggestions for improvement. Allow time to discuss issues that come up to everyone's satisfaction. | 6/20/2016 1:04 PM |
| 7 | I appreciate the fact that the overall tenor of the board has improved in the past year, but there still seems a reluctance to be open to enhancement of effectiveness... | 6/16/2016 12:54 PM |

Q5 How effective is the Board in maintaining a strong, effective working relationship with the Superintendent/President, and appropriately delegating responsibility and authority to him?

Answered: 7 Skipped: 0



| Answer Choices | Responses |
|-------------------|-----------|
| Highly Effective | 14.29% 1 |
| Effective | 85.71% 6 |
| Adequate | 0.00% 0 |
| Needs Improvement | 0.00% 0 |
| Sub-standard | 0.00% 0 |
| Total | 7 |

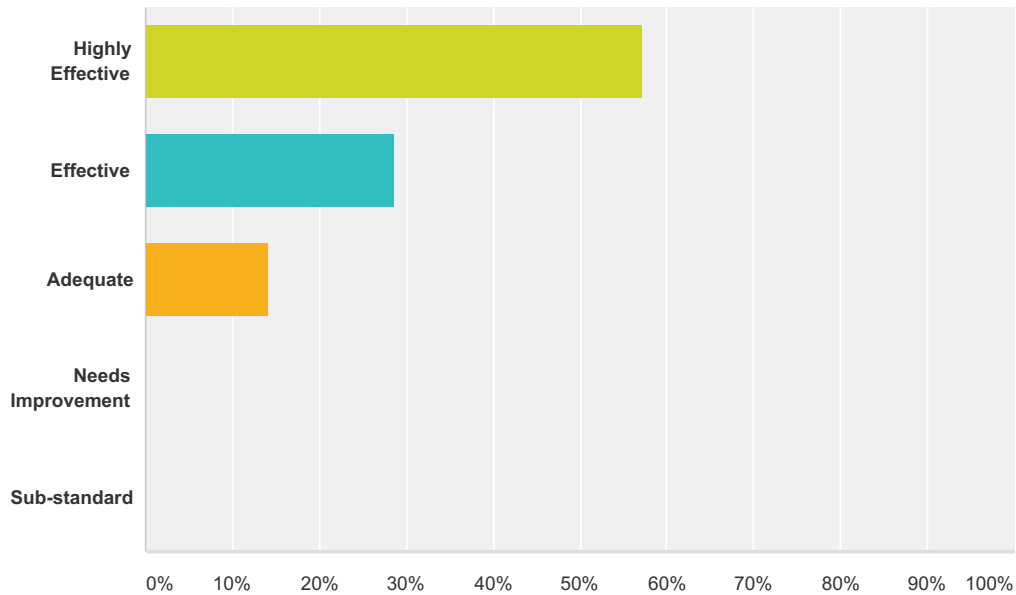
| # | What specific steps can the board take to be more effective in this area? | Date |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | We are doing well, but there is room for improvement. We have a strong working relationship with our CEO and I believe he trusts in our respect for him and how he does his job. We have work to do to let our CEO do his job without individual trustees making demands of his time. It appears there may be some ego interference in needing or demanding attention and/or response to concepts that should actually go to the Board first. We should never email or call the CEO over the weekends or evenings and certainly not when he is on vacation. We need to focus our demands for his time with respect that he has a job to do and that our expectation of him responding to each and every issue we may think is of interest, must be filtered through the board. The Board should decide whether the time and energy being asked of the CEO is warranted in view of the Board as a whole believing such time is appropriate. Certainly, something the CEO can respond to off the top of his head may be easier to address directly, but only in the traditional work hours and preferably at a Board meeting so that all trustees would benefit from the information. | 6/23/2016 3:58 PM |
| 2 | We all seem to be on board to support Dr. Coon compared to the past years. Great work Board members. At least we are united to working closely with Dr. Coon | 6/22/2016 5:34 PM |

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| 3 | It is a balancing act between delegating all the executive functions to him, while also not overburdening him. I believe we are now at a pretty good balance in light of increased time off, email contacts that allow for time to respond, etc. I also believe that he has worked hard to earn the trust of the entire Board that he will in fact respond, inform, and implement as appropriate, and yet always respectfully. | 6/22/2016 4:14 PM |
| 4 | Roles seem to be clear, and the BOT is very supportive of the Superintendent/Pres.. We should ask Dr. Coon how we can be more helpful to him.. | 6/21/2016 12:41 PM |
| 5 | Don't bring issues directly to the President without first bring the issues up with the full Board. What is asked of the President and how his time should be used has to come from the full Board not from individual Board members. | 6/20/2016 1:04 PM |
| 6 | Be very aware of boundaries for the Superintendent/President's time, and don't inundate him with personal requests. | 6/16/2016 12:54 PM |

Q6 How effective is the Board in oversight and monitoring the District's fiscal integrity?

Answered: 7 Skipped: 0

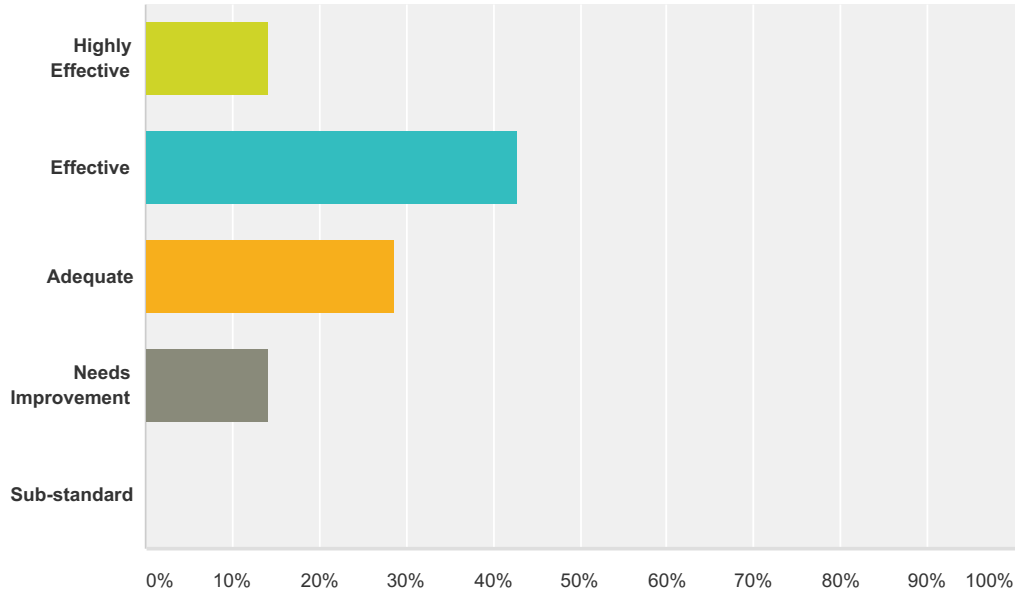


| Answer Choices | Responses | |
|-------------------|-----------|----------|
| Highly Effective | 57.14% | 4 |
| Effective | 28.57% | 2 |
| Adequate | 14.29% | 1 |
| Needs Improvement | 0.00% | 0 |
| Sub-standard | 0.00% | 0 |
| Total | | 7 |

| # | What specific steps can the board take to be more effective in this area? | Date |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | We have improved in our understanding of the fiscal cliff we are on relative to community supported funding in a non-growth district and in setting a reserve policy. Our multi-year funding scenarios help us to understand the inherent risks and the challenges we continue to face with a structural deficit. We have made tremendous strides through our CEO's leadership but we must remain vigilant. | 6/23/2016 3:58 PM |
| 2 | More Board members are actively participating in the discussion and decisions about our fiscal policies and not any one Board members dominate the discussion and more active participation by all. | 6/22/2016 5:34 PM |
| 3 | With the good financial stewardship of Dr. Coon and Greg Nelson, and at the urging of the Board, COM is finally building stronger reserves and creating strong fiscal goals. The Board has been farsighted and responsible in this area. | 6/22/2016 4:14 PM |
| 4 | Great staff work and commitment from the BOT. | 6/21/2016 12:41 PM |
| 5 | The BOTs might consider developing a plan, policy and process that limits any deficit spending each year by reviewing specific financials on a quarterly basis and making necessary adjustments. | 6/20/2016 4:18 PM |
| 6 | Based on information presented to the Board the President must be given specific direction from the Board as to what oversight and monitoring is needed in the area of fiscal matters. | 6/20/2016 1:04 PM |

Q7 How effective is the Board in adopting policies and procedures to ensure the District's sustainable economic future?

Answered: 7 Skipped: 0



| Answer Choices | Responses | Count |
|-------------------|-----------|----------|
| Highly Effective | 14.29% | 1 |
| Effective | 42.86% | 3 |
| Adequate | 28.57% | 2 |
| Needs Improvement | 14.29% | 1 |
| Sub-standard | 0.00% | 0 |
| Total | | 7 |

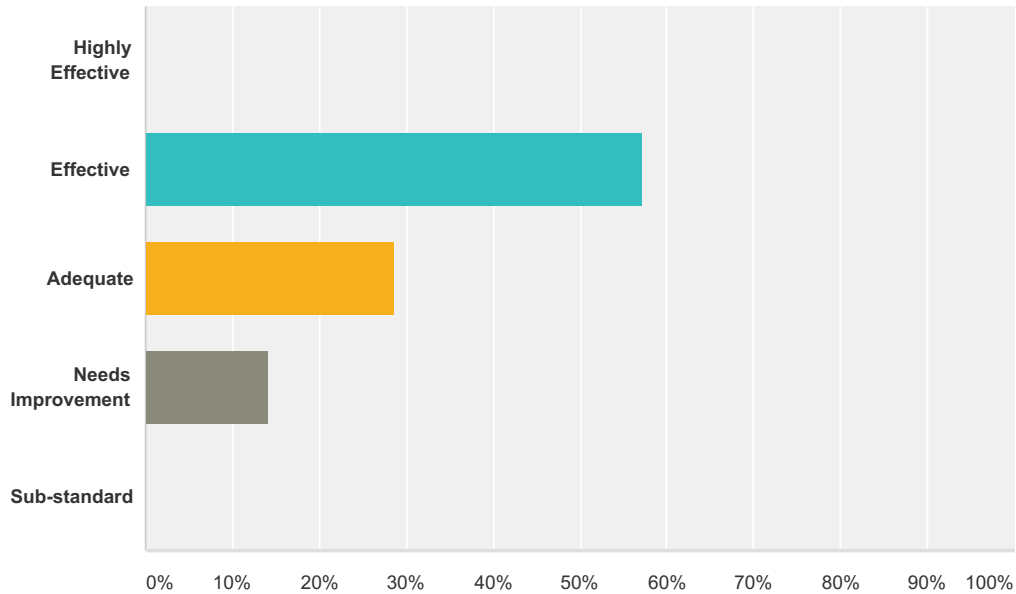
| # | What specific steps can the board take to be more effective in this area? | Date |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | The recent board policy in setting the reserves at no less than 8% and building in the AP to ensure that there are annual increases to the reserves, as well as procedures set in place for transparency whenever the reserves are tapped. Separating out the various reserve funds will help the Board to better understand and monitor the various funds. | 6/23/2016 3:58 PM |
| 2 | We have an outstanding staff that is pro-active and cognizant of policy development and the improvement of policies that help the District in the policy area and the updating of the areas which are needed due to the change of the law, etc. | 6/22/2016 5:34 PM |
| 3 | Although the Board has been demonstrating strong fiscal responsibility, the areas of building enrollment, building productive partnerships, seeking grants, exploring leasing or other business opportunities, dorms, international students, etc., seem to nearly all fall on admin and staff rather than arising from expressed Board policy or actions, and when these subjects are raised there doesn't seem to be much interest or support by the Board. I would like us to improve in this area. | 6/22/2016 4:14 PM |
| 4 | Continue current processes and continue to expand other fund development efforts. | 6/21/2016 12:41 PM |
| 5 | The BOTs might consider developing a plan, policy and process that limits any deficit spending each year by reviewing specific financials on a quarterly basis and making necessary adjustments. | 6/20/2016 4:18 PM |

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| 6 | More time should be dedicated in our study secession for discussion of this topic. | 6/20/2016 1:04 PM |
| 7 | Create a sustainability policy that speaks to both the environment and the fiscal stability of the District (they are interwoven, especially on the cusp of a second bond) | 6/16/2016 12:54 PM |

Q8 How effectively and appropriately do Board members communicate with members of the community, other organizations and college employees?

Answered: 7 Skipped: 0



| Answer Choices | Responses |
|-------------------|-----------|
| Highly Effective | 0.00% 0 |
| Effective | 57.14% 4 |
| Adequate | 28.57% 2 |
| Needs Improvement | 14.29% 1 |
| Sub-standard | 0.00% 0 |
| Total | 7 |

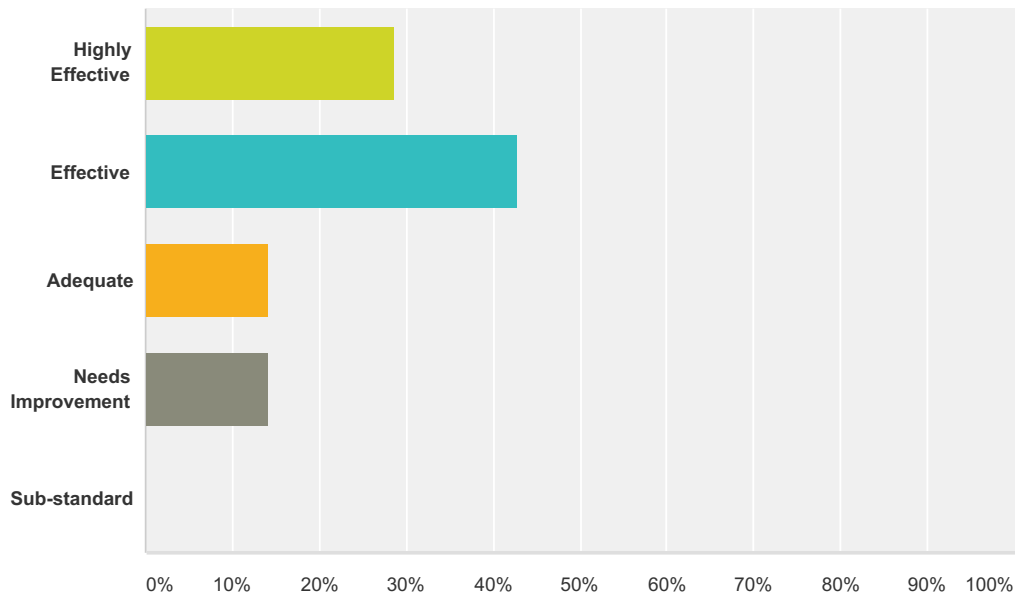
| # | What specific steps can the board take to be more effective in this area? | Date |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | We learned a lot from the Measure B campaign of the inherent support and trust that the community has in the College. Our work as Board members to speak to the various community groups, to listen to concerns about the college and be able to respond with fact was tremendous. We have improved in our collective knowledge of what is happening at both campuses and the need to continued outreach. WE can never do 'enough' to get the information out regarding all that is happening at College of Marin. The recent challenges with one of the represented groups was a concern to us all. It was clear there was a disconnect regarding communication. We were committed to improving communication and yet we made sure it was through appropriate channels of communication. I also think that the new main building at IVC (not so new now) help to have a 'presence' as the campus is visible from the road as you enter, rather than how it was before. The New Academic Building on the Kentfield campus is equally important to show case the College and to make us more visible to the larger community. Both are connector to the community, which were created initially through the Board's vision of wanting to make sure we were 'seen' in both communities where we have campuses. | 6/23/2016 3:58 PM |

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| 2 | <p>Individually it appears that every Board member has their own domain and have their own communication with community organizations leadership, organizations and colleges employees and administrators. More effective strategy would be the knowledge of which community organizations we share in common and those that are more uniquely individualized. We could support one another if we knew who is involved with whom. Also helpful to know what the district has in its organizational membership so one could participant in those as institutional members would broad the Board's visibility in the community, Even encore participation by the whole Board might be helpful.</p> | 6/22/2016 5:34 PM |
| 3 | <p>I believe that the Board needs to take a more proactive role in providing positive PR for COM. There is much to be proud of lately! We have more of an obligation to provide a more accessible website and other sources of information and activities to better promote our improvements and new programs in the community. This shouldn't all be the responsibility of the Admin and staff.</p> | 6/22/2016 4:14 PM |
| 4 | <p>Continue to expand community outreach efforts. This is especially important for the new bond projects..</p> | 6/21/2016 12:41 PM |
| 5 | <p>Board members do not report out what contacts they make or what staff member they communicate with. We only report out what meetings we attend representing the Board. We should discuss what is appropriate and what is not appropriate.</p> | 6/20/2016 1:04 PM |
| 6 | <p>More communication as a board to the college community would be valuable (but as a whole, not as individual trustees)</p> | 6/16/2016 12:54 PM |

Q9 How well does the Board represent the community it serves as elected officials?

Answered: 7 Skipped: 0



| Answer Choices | Responses | Count |
|-------------------|-----------|----------|
| Highly Effective | 28.57% | 2 |
| Effective | 42.86% | 3 |
| Adequate | 14.29% | 1 |
| Needs Improvement | 14.29% | 1 |
| Sub-standard | 0.00% | 0 |
| Total | | 7 |

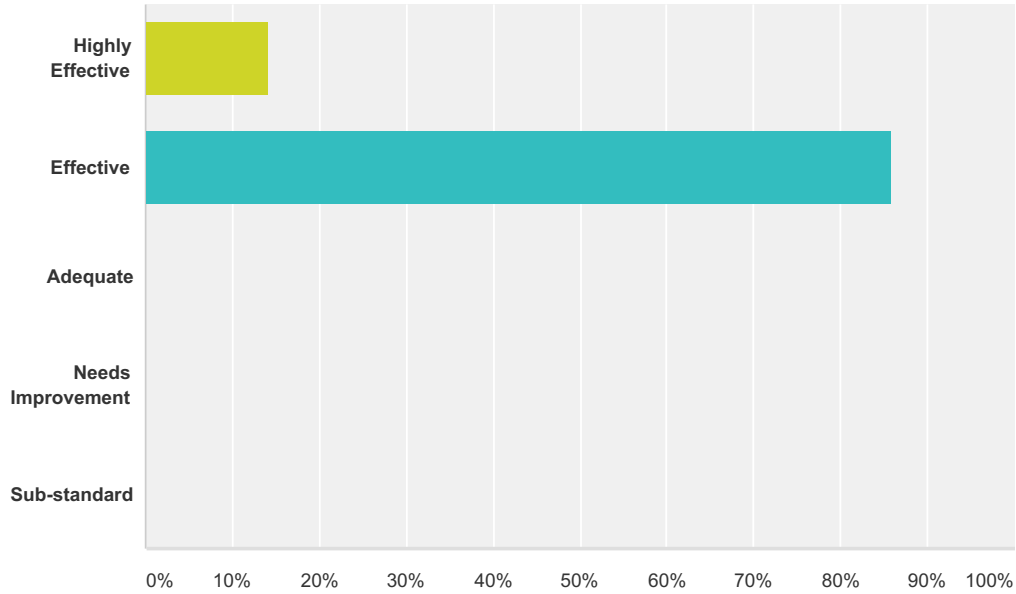
| # | What specific steps can the board take to be more effective in this area? | Date |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | We don't have 'constituencies' we represent the entire District and must act at all times in what is in the best interest of the District. We can't just respond to those who 'show up' to meetings, but we must take in the concerns and expectations of those who come to meetings into consideration in our decisions. We are no longer 'playing to the audience' which was a terrible practice a few years ago, even allowing applause to comments. We are much better ambassadors, connecting with Marin School Boards, Board of Supervisors and other elected officials. We are out in the larger community and being good connectors. It helped to have Measure B as a vehicle for showcasing and exposing the College, but also our 90th Anniversary was a great way to celebrate all that is great happening at the College of Marin. | 6/23/2016 3:58 PM |
| 2 | I think we all do well with participating and representing the Board. Could always do better. | 6/22/2016 5:34 PM |

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| 3 | <p>Unless we are out there, as individuals as well as a Board, asking constituents their opinions, discovering their (usually outdated) opinions, attending community groups and gatherings armed with "Fast Facts" etc., we aren't actually representing the community. There is an information gap between current COM reality (which is very good) and perception of COM. Also, we don't do enough to provide information about the meetings, easily accessible agendas, adequate directions and signage on campus for the meetings, etc. It's as though we don't really want "interference" with our serving the community by having the community attend and get involved in our college. I have continually heard complaints from the public about this, and yet it doesn't seem to be a priority. Our Board also doesn't seem particularly responsive or respectful of the local newspaper editorial opinions or the Grand Jury opinions. These are usually reflective of, or at least sources of, local opinions of COM. We need to take them more seriously as expressions of community opinion and respond to them as such.</p> | 6/22/2016 4:14 PM |
| 4 | <p>More community outreach. Continue to get public input on key issues in a proactive manner..</p> | 6/21/2016 12:41 PM |
| 5 | <p>Board members sometimes see themselves as representing the college rather than the citizens of Marin. Maybe the board should acknowledge this distinction in a manner that also informs the community.</p> | 6/20/2016 4:18 PM |
| 6 | <p>We do an effective job as Trustees and don't have a direct communication link from the Board to the community. Trustees should have College email addresses. Being transparent is essential.</p> | 6/20/2016 1:04 PM |

Q10 How effective is the Board at conducting Board meetings in an orderly and mutually respectful manner and in achieving timely Board actions?

Answered: 7 Skipped: 0



| Answer Choices | Responses | |
|-------------------|-----------|----------|
| Highly Effective | 14.29% | 1 |
| Effective | 85.71% | 6 |
| Adequate | 0.00% | 0 |
| Needs Improvement | 0.00% | 0 |
| Sub-standard | 0.00% | 0 |
| Total | | 7 |

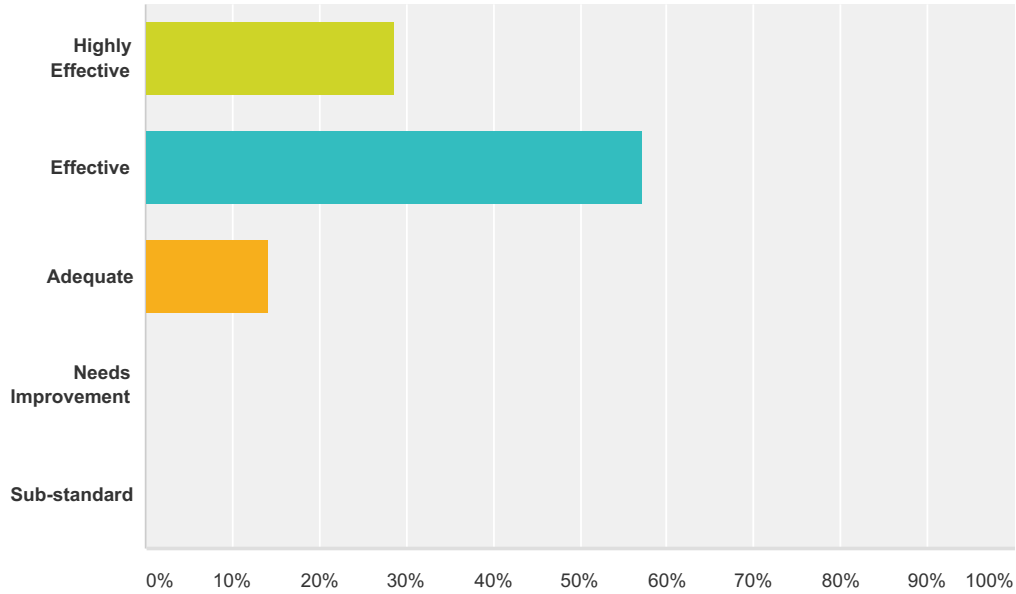
| # | What specific steps can the board take to be more effective in this area? | Date |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | We are doing well. We need to create a balance between sticking to the schedule and allowing for good discourse. I believe the officers could work harder with the CEO to push each other to better estimate the time needed to cover the topics of a given meeting and then add time to it so that we start at a time that will allow for appropriate dialogue. We need to move through topics, not repeat what has been said, but allow for new ideas and differing perspectives and we could improve if we could have the time to do it. There is significant improvement in the past two years over having the time together to talk about issues, to prepare through study sessions and to be able to make timely, informed decisions. We have improved immensely since we got back to having study sessions and all board members committing to doing that work together. | 6/23/2016 3:58 PM |
| 2 | In retrospect, we are so much more effective in what we do than in the past. The rotation policy has eliminated a lot of distress and hopefully we can move bigger mountains in the future. From time to time, we still see sparks of upset, and that is ok so long as there is discussion and not to diminish the goal of garnering support of all not just the majority. Efficiency is great, but not at the cost of preserving and sustaining the importance of preserving the interpersonal relations of the individuals and the need to hear from all. | 6/22/2016 5:34 PM |

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| 3 | Having been on many boards over the years, I am very pleased with the level of respect and cooperation that we generally show to each other at the meetings. I know that this is a marked improvement from past years (or decades). The chair, and sometimes others, could demonstrate less favoritism, and greater ordinary courtesy, but it is improving lately and I'm sure will continue to improve. | 6/22/2016 4:14 PM |
| 4 | Much improved. We still need to improve our estimation of how much time is needed for productive discussion on key issues. | 6/21/2016 12:41 PM |
| 5 | We should continue to be a collaborative group and allow for all opinions to be heard and discussed. Don't allow the clock to manage the meeting, early start times are very effective. | 6/20/2016 1:04 PM |

Q11 How effective is the Board at providing meetings and study sessions to explore key issues and have meaningful discussion that leads to timely and productive Board actions?

Answered: 7 Skipped: 0



| Answer Choices | Responses | Count |
|-------------------|-----------|----------|
| Highly Effective | 28.57% | 2 |
| Effective | 57.14% | 4 |
| Adequate | 14.29% | 1 |
| Needs Improvement | 0.00% | 0 |
| Sub-standard | 0.00% | 0 |
| Total | | 7 |

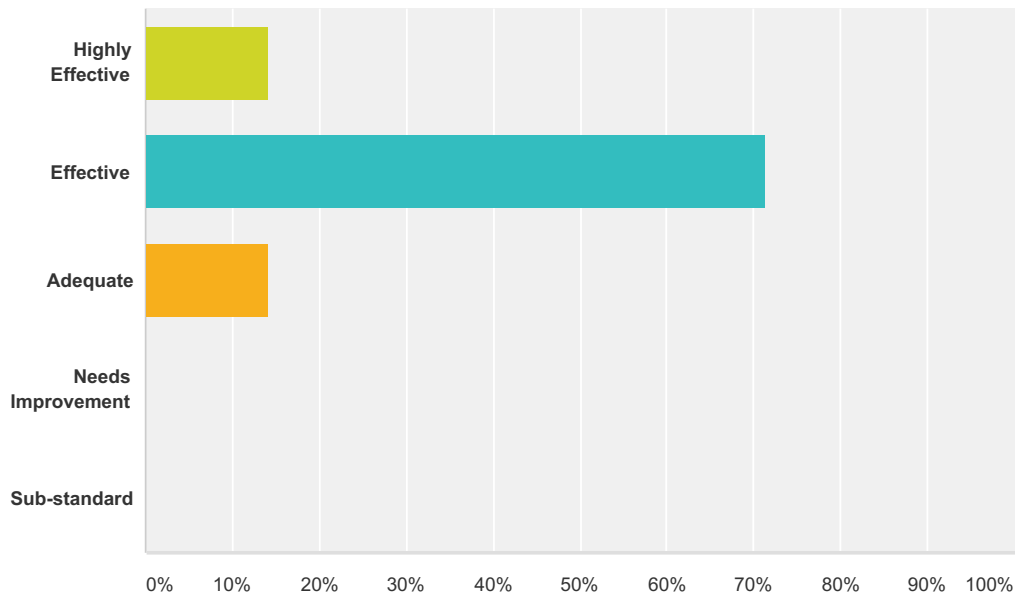
| # | What specific steps can the board take to be more effective in this area? | Date |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | As noted above - great improvement over the past 2-3 years since we returned to using study sessions to work through issues. It allows us to be deeper informed on topics, to ask our questions that are needed to inform staff's development of final presentations and to ensure that the information is available prior to the Board action. All of this pre-work allows for timely action once placed on the agenda. Big improvement! Clearly, we would not have been able to act so swiftly on placing Measure B on the June ballot if we had not done this process. | 6/23/2016 3:58 PM |
| 2 | This has greatly improved in that past year. We put in the necessary time and the important of adequate study of issues and time to ask questions and bring up issues toward the importance of the discussion. Much improved, but not perfect and precision yet. Time "on the job" is a healer of group inadequacy. Food and eating together also helps the group to appreciate each other more if that is important, | 6/22/2016 5:34 PM |
| 3 | We have excellent presentations by admin and staff, that are highly educational and interesting, however they don't seem to me to be particularly productive - I would really like to have more of these study sessions followed by open discussion, and even votes that could further guide staff and result in action, as appropriate. | 6/22/2016 4:14 PM |

COM 2015-2016 Board of Trustees Self-Evaluation

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|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 4 | This is working well. Could be improved b y being a little more proactive to the greatest extent possible, We should try to be less rushed and a little more strategic in preparation for discussion. Close the loop by reporting back on any necessary follow-up at subsequent meetings. | 6/21/2016 12:41 PM |
| 5 | Allowing enough time for full discussion of all topics is essential for productive decision making and taking action. | 6/20/2016 1:04 PM |

Q12 How effective is the Board in functioning as a governance team?

Answered: 7 Skipped: 0



| Answer Choices | Responses |
|-------------------|-----------|
| Highly Effective | 14.29% 1 |
| Effective | 71.43% 5 |
| Adequate | 14.29% 1 |
| Needs Improvement | 0.00% 0 |
| Sub-standard | 0.00% 0 |
| Total | 7 |

| # | What specific steps can the board take to be more effective in this area? | Date |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | Improved, improving but always room for improvement. We could benefit from a communications workshop. We could also benefit from a clearer procedure relative to how we communicate with the CEO and what we ask of him. | 6/23/2016 3:58 PM |
| 2 | Much better this year. We have evolved and respect and honoring opinions are very important to improve as a dynamic group to appreciate the diversity of thoughts. | 6/22/2016 5:34 PM |
| 3 | I believe that, between an amazing and patient President, competent and professional staff, and a much improved and cooperative Board, we are performing as a team better than in decades! Although still having room for improvement - particularly in increased mutual respect and collaboration, and also improved public relations strategies - we are nearly to the awesome and amazing stage of our development as a team. | 6/22/2016 4:14 PM |
| 4 | Continue in the positive direction we have been moving. | 6/21/2016 12:41 PM |
| 5 | Is the role of a board to control or to "manage" the college's resources? Maybe the board might consider focusing on "managing the college's common resources" rather than controlling any aspect of it. | 6/20/2016 4:18 PM |
| 6 | Continue to work as a collaborative group in one of our primary functions as policy makers. Be prepared and do your homework and build you knowledge base. | 6/20/2016 1:04 PM |

Q13 As trustees, our role is to help manage College of Marin resources. What are the top 3 College of Marin resources that would be your priority to address?

Answered: 7 Skipped: 0

| Answer Choices | Responses |
|----------------|-----------|
| 1. | 100.00% 7 |
| 2. | 100.00% 7 |
| 3. | 100.00% 7 |

| # | 1. | Date |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | The Budget - both the revenue - encouraging fundraising and alternative sources of funds, as well as watchful of the expenditure side. | 6/23/2016 3:58 PM |
| 2 | Maximize the human resources, and as a Board encourage innovation and creativity at all levels. How about a Board award for staff members to submit "The greatest idea to help students or staff Incentive Award " be motivated to do something great or different and it be \$\$\$ supported?? | 6/22/2016 5:34 PM |
| 3 | The potentials right now for the "underutilized" Indian Valley Campus - which now has a Resolution from the Board to support in a New Vision - is just a gold mine of potential! | 6/22/2016 4:14 PM |
| 4 | Make sure new bond funds effectively used, with excellent community involvement. | 6/21/2016 12:41 PM |
| 5 | Fiscal - (i) spend less than receive; (ii) place excess to "savings for a rainy day"; & evaluate effective use of funds | 6/20/2016 4:18 PM |
| 6 | Fiscal management to build reserves and asset management - M&O priorities | 6/20/2016 1:04 PM |
| 7 | Cost of facilities over time | 6/16/2016 12:54 PM |

| # | 2. | Date |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | Our facilities - asset management, how we will create the vision for what will be built and/or maintained. | 6/23/2016 3:58 PM |
| 2 | I like anything that humanizes the organization and utilizes our community resources and internal staff to make things bring people together. Loved the special awards that I Greg Nelson gave to the staff. Truly creative and helped to make people feel special and rewarded for a job well done. The tears were very revealing about how important they felt and probably never knew it. | 6/22/2016 5:34 PM |
| 3 | CTE courses and partnerships are timely (being better funded than other programs as new legislative favorites), and also excellent ways of partnering with businesses and Chambers, etc | 6/22/2016 4:14 PM |
| 4 | Support the good work of faculty, staff and administrators through policies that enhance their effectiveness | 6/21/2016 12:41 PM |
| 5 | Education - enhance offering continually; prepare book lists for all subjects and post; focus on facilitator roles in class | 6/20/2016 4:18 PM |
| 6 | Measure B funding priorities - take advantage of low bond rates. | 6/20/2016 1:04 PM |
| 7 | Recruitment and retention of forward-thinking employees | 6/16/2016 12:54 PM |

| # | 3. | Date |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | Public Relations - being able to tell the community what is happening on both campuses, being a larger resource to the larger community. | 6/23/2016 3:58 PM |
| 2 | Finalize the Asset management of the entire District so we know the value, options and alternatives to have some choices about how we spend out \$\$\$ and people. | 6/22/2016 5:34 PM |
| 3 | The recent partnerships with K-12 will build enrollment as well as build community visibility and support for COM. Also our soon-to-be announced 4-year degrees will do the same. | 6/22/2016 4:14 PM |
| 4 | Enhance our support and assistance for the Superintendent/ President | 6/21/2016 12:41 PM |
| 5 | Facilities - effective use and modernization of property, plant and equipment. | 6/20/2016 4:18 PM |

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|---|---------------------------------------------------------------------------------------|--------------------|
| 6 | Continue to build people capital - management, certificated, and classified personnel | 6/20/2016 1:04 PM |
| 7 | Measure B | 6/16/2016 12:54 PM |

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Q14 Do you have any other comments?

Answered: 5 Skipped: 2

| # | Responses | Date |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | We are doing much better than we did five + years ago. It helped to bring in new trustees to change some of the dynamics and willingness to work and roll up our collective sleeves. Because all trustees are now committed to working for the better of the District, we have better engagement and work much better together. It feels that trustees are coming prepared to meetings and ready to take action. We have a lot of work to do relative to implementation of Measure B and it will be a real test to our ability to work together, to integrate the internal and external communities in our decision-making and to make sure that we make decisions for the long term, not the short term political gain. It is very exciting. We are fortunate to have a talented and engaging CEO. We need to make sure that we nurture his ability to enjoy his position and not to dread it because we are not clear in our expectations and/or don't give him the space that he needs to clear his head and disengage from his 24-7 job. We have an opportunity to continue to do great things with him, but if we don't respect boundaries, he will burn out and we will be sorry that we didn't make the changes needed to keep him engaged. It is up to us to check our ability to respect his boundaries, not to ask him to tell us. We need to work on this aspect of our role. | 6/23/2016 3:58 PM |
| 2 | Thanks for asking the important questions. Some of the early questions might be redundant. Next Committee should take some times to avoid asking questions that may not be relevant or necessary. | 6/22/2016 5:34 PM |
| 3 | Our Board has so much to be proud of now, and so much possibility right now within our reach. I am an impatient person so perhaps my evaluations have been too harsh for such a wonderful Board that I am proud to work with. I just want us to move even faster and more effectively towards our amazing possibilities and ultimate goals. | 6/22/2016 4:14 PM |
| 4 | Develop a Health and Wellness Club for the health of our community, revenue, and outreach. | 6/20/2016 4:18 PM |
| 5 | Next time try and consolidate some of the questions. When we give direction to President Coon we must keep in mind that time is money. Is what we are asking a priority and where and how does it fit into our overall goals and objectives. As we move into Measure B planning let's be thoughtful, transparent, and inclusive of all internal and external stakeholders. | 6/20/2016 1:04 PM |